

## Dressing up

The search for drugs to heal wounds

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## Turkey and the EU

Trying to end old enmities

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## Elf privatisation

Giant on the auction block

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## TOMORROW'S Weekend FT

Les paysans under threat

# FINANCIAL TIMES

Europe's Business Newspaper

FRIDAY, JANUARY 22, 1994

## 'Massive' loss of jobs foreseen by Frankfurt group

Kajo Neukirchen, the new chief executive of Metallgesellschaft, warned of "massive" job losses at the Frankfurt-based group and gave details of the company's future strategy. He said the job cuts would be necessary in order to guarantee the group's continued survival. Significantly absent from his list of future core activities were the group's mining businesses. Page 15

**Whitewater investigator named:** US attorney-general Janet Reno named Robert Fiske, a Republican lawyer, to head an investigation into President Bill Clinton's financial dealings in Whitewater Development, an Arkansas property venture. Page 14

**Time Warner 'poison pill':** Time Warner, the US media group in which Canada's Seagram drinks company has built up an 11 per cent stake, announced it was introducing a "poison pill" anti-takeover device which will, in effect, prevent any investor buying more than 15 per cent of its stock. Page 15

**Bankers Trust surges:** Bankers Trust, the US commercial bank, reported a further surge in profits from trading in financial markets in the final three months of last year, at a time when falling volatility in European markets cut into trading profits at other big US banks. Page 15

**Euro MPs reject Lord Owen as mediator:**

The European Parliament passed a vote of no confidence in former UK foreign secretary Lord Owen (left), the European Union's mediator for former Yugoslavia. British prime minister John Major was said to have been angered by the vote. He said: "David Owen has not spared himself in the search for a peaceful settlement in Bosnia. He enjoys the full support of the British government." Page 14

**Tokyo plea to dissidents:** Japan's coalition government urged dissident members to close ranks to improve its finely balanced chances of winning a parliamentary vote today on plans to overhaul the political and electoral system. Page 14

**Patten against referendum:** Hong Kong governor Chris Patten opposed a referendum on political development, saying it would be bitterly opposed by Beijing. Page 4

**Bundesbank action:** The Bundesbank reduced and restructured its minimum reserve requirements in a move which it claimed would reduce costs and improve competitiveness in the German banking system. Page 2

**Ukraine pact survives:** Ukraine's parliament denounced, but stopped short of annulling, President Leonid Kravchuk's nuclear arms deal signed with the presidents of the US and Russia a week ago. Page 2

**Boost for Sandoz:** Sandoz, the Basle-based pharmaceuticals and chemicals group, said its consolidated sales last year grew 5 per cent to SF715.1bn (\$50.9bn). It expected to report a "marked increase" in net income of more than 10 per cent over 1992. Page 16

**Nestlé advances:** Nestlé, the packaged foods and mineral waters group, has reported a 5.4 per cent rise in 1993 sales to SF757.5bn (\$39.6bn) in spite of recessionary conditions and currency devaluations in many of its main European markets. Page 16

**Japanese rivals link up:** Hitachi and Mitsubishi Electric are linking to produce flash memory chips in an unusual alliance between two Japanese competitors. Page 18

**GE earnings rise 10%:** General Electric, the US conglomerate, reported a 10 per cent increase in fourth-quarter earnings and a 22 per cent rise in profits from its ongoing operations. Page 17

**Pennzoil tax wrangle:** Pennzoil, the US oil company, has been presented with a tax demand for \$357m from the Internal Revenue Service over a settlement it received six years ago after a long-running dispute with Texaco. Page 18

**Soccer legend dies:** Sir Matt Busby, for long manager of Manchester United and considered to be the father of British football, died in Manchester, aged 84.

STOCK MARKET INDICES		STERLING	
FT-SE 100:	3,470.0 (+5.1)	New York Exchange:	1,495
Yield:	3.4	London:	1.495
FT-SE Europe 100:	1,475.0 (+12.8)	DM:	1.495 (1.491)
FT-SE-A All-Share:	1,730.0 (+0.3)	FF:	2.6025 (2.6016)
Nikkei:	19,183.92 (+144.52)	FF:	8.845 (8.840)
New York Exchange:	1,495.0 (+12.8)	SP:	2.1804 (2.1773)
Dow Jones Ind. Ave.:	3,887.45 (+3.05)	Y:	167.215 (165.426)
S&P Composite:	473.81 (+0.49)	E Index:	62.7 (62.3)
US LUNTIME RATES		DOLLAR	
Federal Funds:	3%	New York Exchange:	1.495
3-mo Treas. Bill: Yld:	3.003%	DM:	1.73765
Long Bond:	9.9%	FF:	5.9125
Yield:	5.251%	SP:	1.495
LONDON MONEY		Y	
3-mo Interbank:	5 1/4% (5 1/4%)	DM:	1.738
Life long gilt future: Mar 1993 (Mar 12):		DM:	5.9114 (5.928)
NORTH SEA OIL (Argus)		SP	
Brut 15-day March:	\$13.35 (13.945)	Y:	111.51 (110.855)
Gold		\$ Index	
New York Comex (Feb):	\$327.8 (327.7)	\$ Index:	67.3 (66.8)
London:	\$328.3 (327.4)	Yield close:	Y 111.43

Austria	Sch22	Gracie	D650	UK	U165	DM	0.1310
Belgium	Dut.220	Hong Kong	H4318	Malta	Lm0.80	S. Africa	SP11
Denmark	DF15	Hungary	F1185	Morocco	MCN15	Singapore	S\$1.30
Finland	Fin25.00	Ireland	IR215	Norway	N1.40	South Africa	R12.50
France	CF1.10	India	IND15	Nigeria	NIG15	Spain	P225
Germany	DF15.00	Japan	JP15.00	Peru	PER15.00	Sweden	S16
Greece	GR15.00	Italy	IT15.00	Philippines	PHI15.00	Switzerland	CHF1.50
Ireland	IR15.00	Kenya	KE15.00	Poland	POL15.00	Turkey	TL100.00
Italy	IT15.00	Libanon	LIB15.00	Portugal	POR15.00	UAE	Dir12.00

## Guinness remodels its relationship with LVMH

By Philip Rawstorne

Guinness, the UK drinks group, and LVMH, the French cognac and luxury goods company, announced sweeping changes to their seven-year alliance yesterday to provide "a secure and stable basis for a continuing long-term partnership" in the international wines and spirits industry.

Guinness is selling its indirect 24 per cent interest in LVMH, held through Jacques Rober and Christian Dior, to the Arnault Group for £1.32bn.

The UK group will acquire a 34 per cent stake in Moët Hennessy, the LVMH

cognac and champagne business, for £932m. LVMH, in turn, will reduce its holding in Guinness from 24 per cent to 20 per cent by June 30.

Mr Tony Greener, Guinness chairman and chief executive, said the moves focused the partnership on the strategic development of their spirits and wines businesses. "Guinness will no longer have an interest in LVMH as a whole... we will not be part of any new direction, media or other, that they pursue in the future. We believe in sticking to our knitting."

Cross-shareholdings had provided an initial solid base for the alliance, he

said. But if it had not been changed "there was a likelihood that the different aspirations for the development of the two companies would lead to divergence and, potentially, friction."

The changes were welcomed in the City of London, where investors have become increasingly concerned about the effects on Guinness of recent moves by Mr Bernard Arnault, LVMH chairman, into publishing and fashion.

Guinness shares rose 49p to close at 521p, but LVMH fell FF138 to FF133.89.

The deal will yield net cash of £416m for Guinness that will be used to reduce borrowings to £1.4bn and gearing from

47 per cent to 37 per cent. Annual cash flow will be improved by £14m but earnings per share will suffer minor dilution.

Mr Greener said the group expected 1993 profits of £95m, 4 per cent ahead of 1992, before a UK pension charge of £30m and exceptional charges of £13m arising from the restructuring.

The new relationship ensures that Guinness can prevent any outside takeover of the Moët Hennessy cognac and champagne brands.

The group has 17 joint trading ventures - combining Guinness brands such as Johnnie Walker Scotch whisky and Gordon's gin with LVMH's Hen-

nessy cognac, Moët et Chandon and Veuve Clicquot champagne - that cover the US and Mexico, Japan, China and other Far Eastern markets. They contributed about 35 per cent of the £769m profits in 1993 of United Distillers, the Guinness spirits division.

"Looking ahead to 1994, I still see little sign that overall world economic or market conditions are getting markedly easier," Mr Greener said.

Heady cocktail with lots of fizz, Page 13

Lex, Page 14

World markets, Page 31

London stocks, Page 23

## Chief Russian reformer opposes government's 'corrected policy' proposals

# New cabinet unveiled as Fyodorov resigns

By Leyla Boulton in Moscow

Mr Boris Fyodorov, mainstay of Russia's market reforms, quit last night as finance minister as a new cabinet emerged after three days of crisis talks.

Mr Fyodorov's departure throws into doubt the government's commitment to a bold transformation of the state-dominated economy and represents a shift away from attempts to stabilise the country's finances.

His decision came hours after Mr Victor Chernomyrdin, prime minister, unveiled a cabinet in

also attacked Mr Fyodorov for daring to set conditions for joining his government.

Mr Fyodorov's departure means more emphasis on selective efforts to support industry. He said last night: "I don't know how you can overcome inflation by stimulating production."

Mr Chernomyrdin said inflation remained enemy number one but that the government would switch to other non-monetary methods to fight it. While sticking to restrictive spending, he said the government would try to increase revenues. It would also pay more of its own bills, although he recognised a dilemma in trying to meet all the government's spending promises.

"Inflation falls when we don't carry out financial obligations and increases when we pay our bills," he said, referring to Mr Fyodorov's practice of restricting spending which had people like Mr Alexander Zaverukha, the spendthrift deputy prime minister for agriculture - had been rejected, but also because he opposed an economic blueprint planned by the government.

Although details of the blueprint were not yet known, its spirit was clear from a press conference given by Mr Chernomyrdin. Emerging strengthened after apparently convincing President Boris Yeltsin to endorse his cabinet line-up, Mr Chernomyrdin set out his proposals for a "corrected policy" which he insisted did not mean a retreat from reform.

"The age of market romanticism is over," he declared. He also attacked Mr Fyodorov for daring to set conditions for joining his government.

Editorial Comment.....Page 13

which Mr Fyodorov was offered the finance ministry but stripped of the rank of deputy prime minister. He said he was quitting not only because his conditions - including the removal of Mr Alexander Zaverukha, the spendthrift deputy prime minister for agriculture - had been rejected, but also because he opposed an economic blueprint planned by the government.

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"The age of market romanticism is over," he declared. He



No turning back: Victor Chernomyrdin insisted his proposals did not mean a retreat from reform

Mr Fyodorov's demand for the removal of Mr Victor Gerashchenko as central bank chairman, also looked set to be rejected. Although Mr Chernomyrdin pointed out that under the new constitution, the chairman was nominated by the president in consultation with parliament, Mr Gerashchenko's press

Continued on Page 14

## Banesto says estimate of funding need was too low

By Tom Burns in Madrid and John Gapper in London

Banco Espanol de Credito (Banesto), the troubled Spanish bank, yesterday said that the funding needed to restore its balance sheet would be about a third more than the amount estimated by the Bank of Spain three weeks ago.

The bank, which put the overvaluation of its assets at Pta675bn (\$4.7bn) compared with the central bank's figure of Pta503bn, also disclosed details of a restructuring plan that would require substantial assistance from other banks.

The plan, to be presented to the chairman of the top five domestic banks and the Bank of Spain next week, involves the other banks' directly and indirectly providing up to Pta350bn of financial support to restructure Banesto.

Banesto would transfer all its

Pta245bn reserves into provisions and absorb a further Pta24bn of equity in provisions. That would reduce the nominal value of individual shares from Pta700 to Pta500.

The plan also includes the acquisition of up to Pta200bn of its non-performing assets by the Deposit Guarantee Fund, which is funded by banks, and a Pta120bn-Pta150bn capital increase that would be underwritten by a number of banks.

Some Pta60bn which the Bank of Spain has estimated as the shortfall in Banesto's pension fund would be written down over time. That was the intention of an earlier plan proposed by Banesto's adviser, the US bank J.P. Morgan.

The plan no longer includes a \$400m convertible bond issue, which J.P. Morgan had intended as the final plank of a previous capital-raising exercise.

Banesto's plan, which is

weighted towards reassuring its shareholders, is likely to be backed by the authorities, which are concerned that a more aggressive cut in the nominal share price would have a negative impact on the markets.

The proposed nominal cut also reflects the apparent present value of Banesto equity, which stood at Pta1,995 a share when trading was suspended.

In the off-the-floor "grey" market of the Madrid bolsa, Banesto shares are currently being exchanged at between Pta500 and Pta700, according to Madrid brokers Maxwell and Espinosa, with a daily volume of between \$1m and \$2m.

Banesto's plan is likely to be contested by other banks on the ground that they will be penalised too much for Banesto's mismanagement. Some banks believe Banesto may be taking a deliberately pessimistic view of its assets.

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Despite the 'waltz of the generals' Paris is determined to keep troops in Bosnia

## Friction with UN fails to deter French

By David Buchanan in Paris

France still considers that pulling its blue helmet troops out of Bosnia would be "catastrophic" because the war might spread, but it regards the prospect of retreat as no longer unthinkable, a senior official said yesterday.

The deepening gloom in Paris, which led Mr Alain Juppé, the foreign minister, yesterday to call urgent consultations between the European Union, the US and Russia, is the result of the failure of the Geneva negotiations to produce any diplomatic breakthrough, of intensification of the war with the beleaguered Muslims now fighting back and causing French casualties in the process, and of command difficulties with the United Nations.

President François Mitterrand is shortly expected to propose to Mr Boutros Boutros-Ghali, UN secretary general, that General Bertrand de Lapresle, commander of France's rapid reaction force, should succeed General Jean Cot as the head of the United Nations Protection Force in the former Yugoslavia.

Gen Cot ran foul of Mr Boutros-Ghali for publicly criticising the UN chief for hamstringing his operation, and his departure by March 31 is being reluctantly accepted by Paris.

Apart from General Cot's

somewhat choleric reputation even inside the French military - which contrasted with the more impetuous temperament of his predecessor, General Philippe Morillon - French officials see more general reasons for the chronic friction between commanders on the spot and UN headquarters in New York. The military commanders "not only have no real political power behind them, but also do not have the proper means to carry out a mission which the politicians keep increasing."

Last summer, the UN gave them the task of creating "safe havens" for Muslim refugees, last autumn the European Union came up with the idea of creating a "humanitarian corridor" into Bosnia from the sea.

France's chief military frustration with the UN has been over the procedure for authorising possible air strikes to enforce UN resolutions. At the outset it was agreed that initial authorisation had to come from the UN secretary general, while authority for subsequent air strikes could come from the UNPROFOR commander.

But the air threat has been regarded as bluff by the warring parties, who know well Mr Boutros-Ghali's reluctance to order bombing raids. In two separate ways, French commanders have tried - and failed - to make the threat more credible.



Sarajevo yesterday: two grieving sisters of a Bosnian soldier killed three days ago

General Cot asked the UN to delegate to him the power to generally initiate air strikes on forces directly attacking the UN military troops, buildings or convoys. Mr Boutros-Ghali refused, but the French government did not make a fuss, choosing to treat it as an issue between the UN chief and his local commander.

After this month's Nato summit threat to use possible air power to force the opening of the Tuzla airfield in northern

Bosnia, France made a proposal which it thought would save the UN secretary general's worry about giving carte blanche to a general. It suggested that, in the precise case of Tuzla, Mr Boutros-Ghali should delegate to his Japanese deputy in Bosnia, Mr Yasushi Akashi, the right to order an air strike. Again, Mr Boutros-Ghali refused. His failure to trust even his own deputy has angered Paris.

The growing French view is

that the UN in New York is not up to its job. "Not only do they have too many UN troops to worry about - 34,000 around the world - but they have a culture which is capable of managing static situations like Cyprus, but not fast-moving conflicts like Bosnia or Somalia," an official said yesterday.

Friction with the UN is, however, something which France appears willing to live with, even if it causes what is being dubbed in Paris "the waltz of

the generals" in and out of Bosnia. In the end, it will be the warring parties' behaviour in Geneva and on the battlefield that will determine whether the French stay. Among their partners in ex-Yugoslavia, Paris is aware of the growing inclination of Britain and Spain to pull their men out. "Any departure will have to be co-ordinated," said an official yesterday, adding: "We don't want another Dunkirk."

## Reformer quits rather than cry surrender

By Leyla Boulton in Moscow

The departure of Mr Boris Fyodorov, Russia's 55-year-old finance minister, leaves a gaping hole in the country's capacity to reform the economy.

His prevarication over whether to quit once his conditions for staying were questioned demonstrated his reluctance to be seen as a quitter at a perilous juncture for reform. Unlike his resignation from the same job in December 1991 - when he pointed out that Mr Yeltsin was not ready to even start economic reform - he knew how much there was to lose if he left this time around.

His departure is a triumph for the tired former managers of state industry who will now attempt to fight inflation by means other than tough monetary and fiscal policy.

"It shows the government is determined to change tack and see if there are other ways to control inflation," said one western economist.

"I would expect what they are saying - more support for industry and agriculture and less reliance on markets to determine economic restructuring. It is a change of direction rather than going from one extreme to another."

Although it does not mean the death of economic reform - which would now be difficult to stop - it does herald a slowing of its pace and a reduction in its quality.

It means the loss of a highly effective and honest professional to a government that has no ministers, with the exception of Mr Anatoly Chubais, the deputy prime minister responsible for privatisation, who can point to any concrete achievements.

Part of the problem for Russian economic reform has been a dearth of talented figures to push it through - and the lack of a comprehensive and synchronised policy programme.

Over the past year, Mr Fyodorov has struggled relentlessly to curb Russia's very high inflation, and at the very least, fended off a very real threat of hyperinflation.

He was also accused in the process of starving various ministries of funds to spend on industry, defence and state employees. But he had very little choice in a government accustomed to taking spending decisions it could not afford.

His attempts to impose some financial discipline have also been attacked as only part of the solution to inflation, now around 20 per cent a month, with everybody from the central bank chairman to Mr Alexander Shokhin, newly-ap-

pointed economics minister, stressing the need to promote competition in the highly-monopolised economy.

But it is hardly an indictment of Mr Fyodorov that he carried out his duties as a finance minister, while colleagues such as Mr Oleg Soskovets, the first deputy prime minister for industry, produced no tangible results in restructuring industry.

Since returning to Moscow in December 1992 from Washington, where he represented Russia at the World Bank, Mr Fyodorov single-handedly pushed through many institutional reforms to build a market economy in Russia - one example being the scrapping of state subsidies disguised as bank credits, which may now be reversed.

He also attracted bright Russian economists to the finance ministry, who may now quit. These include Mr Sergei Alexashenko, a talented economist who has been instrumental in redesigning Russia's budget system to meet the requirements of a more decentralised Russia.

His departure will also be a blow to the confidence of western financial institutions, creditor banks, and large sections of Russia's business community. Mr Fyodorov, who is both witty and articulate, had become the preferred interlocutor for Russian and western capitalists.

To a certain extent, this fighter of a minister had painted himself into a corner by saying he would resign if Mr Victor Geraschenko stayed on as central bank chairman and if Mr Alexander Zaverukha remained deputy prime minister responsible for agriculture. But his ability to resort to every weapon - including angry public declarations which he described as moral pressure - was part of his strength.

It was this sort of behaviour that saw him force Mr Geraschenko to agree to broaden the currency market and bring ridiculously low interest rates - which had been later altered to a major source of corruption - closer to inflation.

Although he was the man many loved to hate, many of his supposed enemies will be sorry to see him go - at the very least for pursuing a clear policy rather than no policy at all. "He was right not to give money to everybody who wanted it," said one executive at Aytovsk, Russia's largest car producer. "Why should he give more money to agriculture when we cannot even reap what we sow?"

## Red tape tangles up UN troops in Bosnia

Commanders believe the organisation is in danger of losing its credibility there, writes Gillian Tett

By Gillian Tett

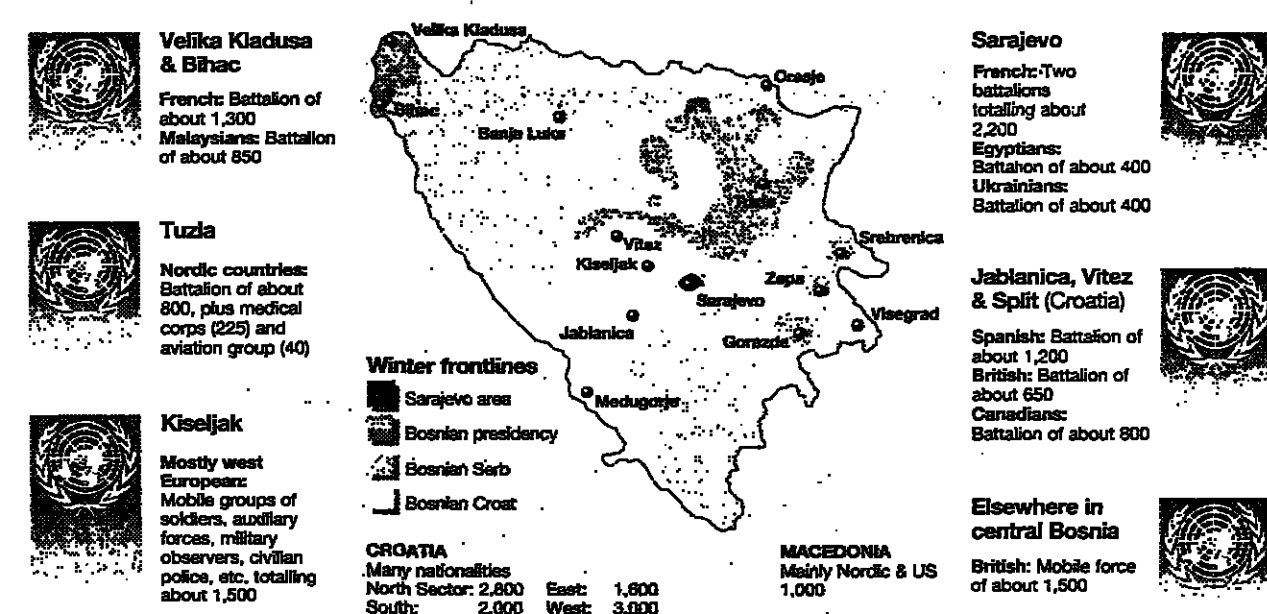
UN troops in Bosnia have been so hamstrung by bureaucracy that their control room has been forced to hold whip-arounds to raise money for essential equipment. The military commander says that on one occasion he learned of his movements not from his superiors, but from CNN TV. Troops of more than eight nationalities are communicating in second languages within an inadequate military command structure.

If Mr Douglas Hurd, British foreign secretary, needs any further convincing about the deep frustrations felt by the UN troops on the ground in Bosnia, he could do worse than take note of this description of UN operations given recently by Brig Vere Hayes, former UN chief of staff in Bosnia.

In the sixth months Brig Hayes served in Bosnia, between spring and autumn last year, he experienced a catalogue of difficulties that have now led many military commanders in Bosnia to believe the UN is in danger of completely losing its credibility there.

Gen Hayes claimed the frustrations stemmed from the

### Bosnia-Herzegovina: the UN forces trying to keep the aid flowing



inadequacy of the UN command, which did not have a proper military control centre when the peacekeeping operation was first established. This was partly rectified, but the command structure is still essentially devoted to peace-

keeping rather than peace-creating operations.

The result has been a structure ill-equipped to respond with speed. When Brig Hayes was embroiled in the delicate task of monitoring Serb positions on Mt Igman around

Sarajevo last year, he was, at one point, told of his next movements by his press officer who had been watching CNN.

With no independent UN intelligence-gathering structure in place, UN commanders depend on national battalions

sharing intelligence to plan their operations - intelligence the separate national commanders have often been unwilling to share.

National commanders have been increasingly reluctant to obey UN commands without

complete authorisation from their governments: one reason for the delay in reaching Mostar this summer was that the Spanish commanders insisted on consulting with their national governments first.

The essential factor behind these problems is the lack of any clear political mandate. Amid the flurry of UN resolutions, with over 60 relating to Bosnia in the past 18 months, most commanders are convinced the political will does not exist among the allies for them to carry out the task demanded. Lt Gen Francis Briquembourg, Belgian commander of UN forces in Bosnia, commented recently he did not bother to read the UN mandates any more because he did not have the troops to carry them out.

The result has been that the troops have faced almost daily humiliation at the hands of the combatants, amid a steadily-mounting death toll and growing doubts about their effectiveness. A UNHCR report by the UN High Commissioner for Refugees has estimated only 20 per cent of last month's aid to central Bosnia was delivered; UK officials believe up to one-third across Bosnia falls into the hands of soldiers.

## Bundesbank announces a more refined system

By Christopher Parkes in Frankfurt

The Bundesbank yesterday reduced and restructured its minimum reserve requirements in a move which it claimed would reduce costs and improve competitiveness in the German banking system.

It would also allow private sector banks' room to adjust their interest rates, the central

bank said in a statement after a routine meeting of its policy-making council. From March 1, requirements for sight deposits held by domestic and foreign investors will be fixed at 5 per cent. At present German deposits are subject to a scale of requirements ranging from 6.6 per cent to 12.1 per cent.

The Bundesbank calculated that the changes would lead to a total reduction of DM28bn

(£11.3bn) in requirements set against their deposits, including DM18bn currently held interest-free at the central bank. "This will allow us to use these funds more effectively," said a spokesman for Commerzbank. "It will also level the playing field and allow us to compete better with French and British banks."

But banking analysts were uncertain whether it would

lead to more generous borrowing conditions for the private sector. "Some benefits may be passed on to better quality clients," one said.

German banks have been widely criticised for their apparent reluctance to pass on to customers the full benefits of the Bundesbank's series of rate cuts over the past 18 months.

The Bundesbank has traditionally used minimum reserve

requirements as a means of controlling money supply growth, which is the central factor in its interest rates policy.

The changes would not affect the long-term effectiveness of minimum reserves, which it described as an "important instrument," the bank said in a statement. It would compensate for the increase in liquidity caused by the reduced requirements by reducing the

volume of funds injected regularly through its securities repurchase agreements.

Yesterday's meeting, which left key interest rates unchanged, agreed that repurchase agreements for the next two weeks would continue at a fixed rate of 8 per cent. The repo rate has been unchanged since December 8, while the short-term discount and Lombard rates were last reduced on October 22 last year.

## Brussels wants to stop UK social policy opt-out

By Robert Taylor, Labour Correspondent

The European Commission wants to end Britain's social policy opt-out after 1996, it emerged yesterday.

In a confidential document sent to member governments on the working of the social protocol agreed at Maastricht two years ago, the commission makes clear the British opt-out must not be allowed to continue indefinitely.

"The commission firmly believes the conference of representatives of the governments of the EU's member states to be convened in 1996 must find a way to return to a single legal basis for commu-

nity action in the social field," it argues.

British ministers see the opt-out as a lasting achievement that will improve the country's competitiveness by keeping down labour costs. They believe they are winning the argument inside the EU on the need for a more flexible European labour market through less regulation of social affairs.

Mr Howard Davies, director-general of the Confederation of British Industry, yesterday criticised the commission's efforts to press for a shorter working week or job-sharing as answers to European unemployment. "These are not viable long-term solutions," he told a meeting of European

business leaders. "If high employment could be brought about by short working hours than Europe would have no unemployment at all."

Mr Davies said European workers already worked fewer hours a year than their American or Japanese counterparts and many of the proposals on job sharing would merely add to employer costs and increase not reduce unemployment.

He also denounced the commission's determination to introduce European-wide works councils for large companies with plants in more than one member state. It was inconceivable this could contribute to competitiveness or generating employment.

## Commission urges France to halt state subsidies to Groupe Bull

By Andrew Hill in Brussels

The European Commission will next week call on the French government to suspend a final FF2.5bn (£287m) tranche of aid to Groupe Bull, the loss-making computer group, pending the outcome of a Commission investigation into FF11.1bn of subsidies.

Officials agreed yesterday that the 17 commissioners would adopt the proposal from Mr Karel Van Miert, competition commissioner, next Wednesday without further discussion.

The decision represents growing frustration in Brussels that the French government has failed to provide details of

its restructuring plan for Bull, announced last October. Commission officials admitted yesterday they could do little to force France to comply with the request. However, one official advised the French government to act before next Wednesday's meeting to defuse the tension over the Bull case.

"If the French have any common sense they will send a letter to Van Miert undertaking not to pay the remaining part of the aid," said the official.

The Commission is already investigating a FF2.5bn capital allocation to Bull, granted by the previous French government, on the grounds that it may distort competition. Commissioners will agree next

week to extend that inquiry to cover the FF8.5bn allocation from the present government and France Telecom, which owns 18 per cent of Bull.

Commissioners face a much more difficult decision on Mr Van Miert's controversial proposal to block a three-way joint venture involving French, German and Italian manufacturers of stainless steel tubes. If the deal is opposed, it will be only the second time that the EU's 1990 merger regulation has been used to outlaw a deal. Officials said yesterday that they were under heavy pressure from lobbyists and trade unions to approve the venture, but it was difficult to predict which way commissioners

would vote. The Commission is also set to wave through Mr Van Miert's proposal to open an investigation into subsidies from the city-state of Bremen, Germany, to Klockner-Werke's steel mill.

A decision on whether to block the subsidies will not be taken until later. But Mr Van Miert is known to be extremely concerned about the city-state's plan to sell the steel mill and grant a DM200m cash injection to maintain steel-making capacity, at a time when other steelmakers are forgoing subsidies and cutting production. Officials said yesterday the Commission would act fast to reach a decision on the case.

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## Aftershocks compound LA's misery

By Louise Kehoe  
in Los Angeles

Strong aftershocks have compounded the problems of earthquake-weary residents of Los Angeles and complicated the tasks of those struggling to restore basic services to the city.

Two jolts, each measuring 5.0 on the Richter scale, occurred just two minutes apart on Wednesday afternoon, causing further structural damage to buildings already weakened by Monday's pre-dawn 6.6 quake.

Building inspectors, who fanned out across the city on Wednesday morning, will have to re-examine many of the damaged homes and commercial structures that they had previously deemed inhabitable. Schools, most of which remain closed, must similarly be re-inspected for damage.

Of approximately 600 schools, over 100 have sustained significant damage, with 24 that are severely battered with collapsed walls and ceilings. It is not known when many of the city's 640,000 students may be able to return to school. Preliminary damage

estimates run to \$700m.

The aftershocks also increased the fears of those who have abandoned their homes. Despite the efforts of city officials to persuade them to find shelter, about 18,000 people spent a third night in parks and open spaces.

For commuters, the aftershocks caused more misery. Residents of the Santa Clarita Valley, to the north of Los Angeles, now virtually isolated by freeway closures, have been encouraged to abandon their cars in favour of the Metro-Link suburban train service. That too, however, was temporarily closed on Wednesday afternoon when aftershocks caused a rockslide.

The 8000 passengers who had taken the train to work on Wednesday faced long delays on their return journey. Traffic congestion remains the most widespread impact with millions of people struggling to find alternative routes to work as businesses reopen.

In the hard-hit San Fernando Valley, some 40,000 homes are expected to be without running water for several more days and more than 30,000 customers still have no electricity.

## Canadians search for their 'je ne sais quoi'

Bernard Simon examines how Canadian political parties are seeking an entente with Quebec

Within minutes of proceedings getting underway this week in the House of Commons in Ottawa, it was obvious that a new set of dynamics was at play in Canadian politics.

A member of the Bloc Québécois, the group campaigning for Quebec to loosen its ties with the rest of Canada, rose to complain that no Québécois ice hockey players were included in the national team for the Winter Olympics. What would the newly-elected Liberal government do, he asked, to end such "discrimination" against the francophone province?

Minutes later, the leader of the Reform party injected a populist note into the question period. Instead of asking ministers a question prepared by backroom party researchers, Mr Preston Manning read one which had been faxed in by an Ottawa doctor to Reform's new parliamentary "hot-line".

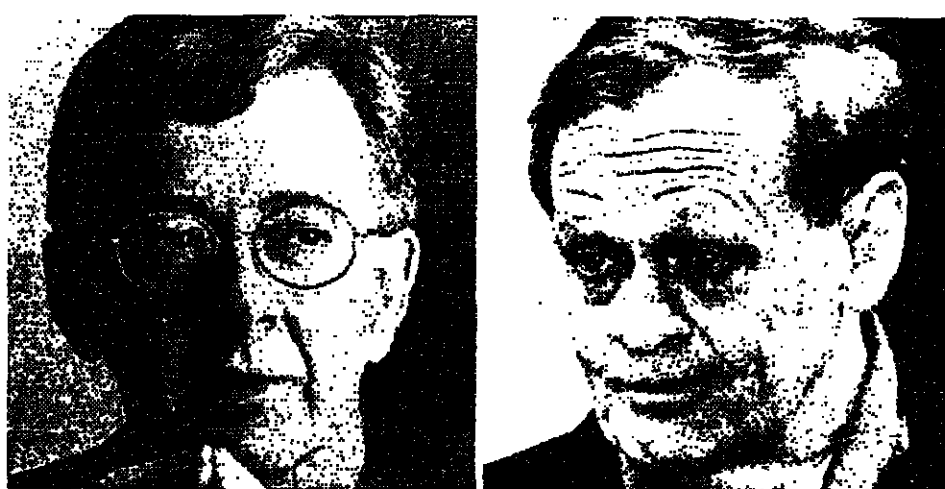
The BQ and the Reform party were catapulted to centre stage in last October's general election. The Liberals easily swept into office, routing the Progressive Conservatives who had governed since 1984. But the gains chalked up by the two regional parties - largely at the expense of the Tories - transformed the House of

Commons. The BQ, which had eight seats in the previous parliament, is now the official opposition, with 54. Reform's representation has ballooned from one to 32. Altogether, more than two-thirds of the 295 MPs elected last October are newcomers. The strength of the BQ and Reform has injected an unusual degree of instability into Canadian politics.

Only a handful of Reform MPs speak French, while most BQ members have little knowledge of Canada outside Quebec. When the two parties held a get-acquainted pancake breakfast last week, an interpreter was stationed at each table to keep the conversation going.

The biggest uncertainty is whether the Canadian federation can survive the centrifugal force of the BQ, which wants to take Quebec out of Canada; and Reform, which wouldn't mind if Quebec stayed, so long as it wanted no special favours.

The two parties have dropped each other a few crumbs of mutual tolerance. Mr Manning is taking French lessons, despite his party's opposition to national bilingualism. Similarly, Mr Lucien Bouchard, the BQ leader, has pledged to speak not only for



Mr Manning's Reform party wants political dialogue with the prime minister Jean Chretien

Quebec, but for all Canadians in his new role as leader of the opposition. In his opening speech to parliament, Mr Bouchard promised that until an independence referendum is held in Quebec, the BQ will make a stand on such national issues as unemployment, the budget deficit and looming social security cuts. The BQ's drive for greater devolution of powers from Ottawa will fall on some sympathetic ears outside Quebec.

It quickly became clear this week however, that the item at the top of the BQ's agenda is

Quebec independence. "The political problem with Canada is Quebec, and the problem of Quebec is Canada," Mr Bouchard said. He and his colleagues reeled off a list of grievances to prove that Quebec was being short-changed by the rest of the country.

The BQ's eyes are firmly set on the provincial election in Quebec, which is expected to be called next September. The BQ's provincial counterpart, the Parti Québécois, has promised to hold an independence referendum within a year if it wins the election. The PQ is

and large parliamentary majority. The previous Conservative government managed to co-opt Quebec nationalists for most of the 1980s by pandering to their demands for wider powers. But the Liberals are taking a different tack.

They hope that an accelerating economic recovery, sound government in Ottawa and an emphasis on the tangible benefits of remaining part of Canada will persuade Québécois voters to shun the separatists.

The Quebec Liberals are expected to follow Mr Chretien's upbeat line in the months leading up to the election. Mr Johnson this week kicked off what is likely to be a series of job-creation initiatives with a government-funded home-renovation scheme.

If these tactics work, and the separatists lose either the forthcoming election or the ensuing independence referendum, the BQ would lose its raison d'être, and might quickly wither. Reform's future depends largely on its ability to present itself as a moderate, disciplined and credible opposition.

On the other hand, if the Liberals fail to contain the scrappy newcomers on the opposition benches, Canada's politics are bound to become even more unsettled.

## Housing starts in US outstrip predictions

US housing starts rose by an unexpectedly strong 6.2 per cent in December to an annual rate of 1.54m, the Commerce Department said yesterday, agencies report from New York and Washington. Wall Street economists had expected December housing starts at a 1.43m annual rate.

The housing figure, up from 4.3 per cent in November, was coupled with an even more impressive 7.4 per cent increase in building permits last month.

Meanwhile, Mr Roger Altman, deputy treasury secretary, said yesterday that fourth quarter growth rate "could have been" as strong as 6 per cent in real terms.

"It's clear that [the fourth quarter] was a strong quarter - a very strong quarter - and we hope that despite this weather the first quarter will maintain that momentum... I'm not suggesting that the

first quarter will be in the 6 per cent area. I doubt that very strongly. But it should be a good quarter."

The department said December housing starts, which were up for the fifth month in a row, were at the highest level since January 1990, when they stood at 1.55m. Starts for all last year climbed to an unadjusted 1.29m, the highest annual total since 1.38m in 1989.

Economists said the permits increase, to an annual level of 1.475m, suggested more house-building strength in the next few months, though building was likely to drop off this month because of the severe cold weather in the east and the Los Angeles earthquake.

Vice President Al Gore said recently that gross domestic product could expand at an annual rate of as much as 6 per cent, after eliminating the effects of inflation, in the fourth quarter.

## Venezuelan bank to repay depositors

By Joseph Mann in Caracas

Banco Latino, the big Venezuelan commercial bank that closed its doors a week ago, will re-open on January 28 to start repaying depositors, but initially only up to \$930 each, government officials said.

The re-opening is the first phase of a government plan to return deposits to small account holders, and to try putting the institution back on its feet. By refunding deposits of up to \$930 the government believes it will cover demands

from over 631,000 individual account holders.

The government will later repay larger sums to depositors, but the maximum guarantee for each account - 1m Venezuelan bolivars or about \$9,300 - will not be paid out unless the bank is liquidated.

Caracas has been rife with rumours about other financial institutions. Mr Roger Urbina, the superintendent of banks who has taken temporary control of Banco Latino, warned that if the rumours continue, other Venezuelan banks could be endangered.

## US releases Nicaragua aid

The US has released \$40m in aid to Nicaragua this week as part of \$104m blocked since June because of allegations that US money was going to the leftist opposition Sandinistas, AP reports from Managua.

US Ambassador John F. Malisto said it was a gesture of "tangible support for Nicaragua's efforts to forge a true

national reconciliation within a democratic framework."

The administration originally blocked the aid at the insistence of Senator Jesse Helms, a Republican from North Carolina, following complaints by conservative groups that money was going to the Sandinistas, who still control the military, police and security agencies.

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and the paint waste is mixed with a solvent to produce a fuel that can be used in cement kilns and industrial incinerators.

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of the art. But, then again, the Dutch have always known how to handle their paint.



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## Airlines to stop sales in naira

By Paul Adams in Lagos

International airlines in Nigeria are to stop ticket sales in local currency from February 1 to prevent a backlog of naira earnings until the government clarifies its new foreign exchange regulations.

The decision follows warnings by businessmen that exchange rate and interest rate controls introduced in last week's budget are unworkable, and will severely erode legitimate foreign trade.

Mr Ebenezer Babatope, transport minister, has threatened to penalise the Board of Airline Representatives for action he called "embarrassing but also illegal and out of tune with the aspirations of this year's budget".

If the minister overrules the ban on naira sales, the airlines could respond by issuing tickets only outside Nigeria. The airlines said told the government last July they were worried about the backlog in remittances which had reached the naira equivalent of \$50m (£33.3m) by the start of January.

The airlines are concerned the 1994 budget could make their position worse as it makes no provision for invisible earnings but allocates 80 per cent of foreign exchange to manufacturing industry and agriculture. Nigeria's deepening economic crisis has led to fears of rapid depreciation of the naira. "Our decision is just to limit the damage," an airline official said in Lagos yesterday.

"The airlines in Nigeria need an average of \$30m a month to remit their local currency ticket sales to Europe. According to the budget, we won't get anything like that amount and we will be left with an even bigger naira balance."

The government fixes air fares from Nigeria to Europe at below the sale price in Europe but airlines also have to base the naira price on the official exchange rate of N22 per dollar, though last year they changed it into dollars at the market rate of around N45.

## Patten opposes referendum on reform plans

By Alexander Nicoll, Asia Editor

Mr Chris Patten, Hong Kong's governor, yesterday voiced opposition to a referendum on political development, saying it would serve little purpose and would be bitterly opposed by Beijing.

Mr Patten offered a spirited defence of his attempts to broaden the democratic franchise as he faced more than two hours of questioning from a

House of Commons foreign affairs select committee.

He appealed to Beijing to resume negotiations, which broke down in November on his proposals on arrangements for elections to be held this year and in 1995.

Mr Patten said that, with opinion polls consistently backing his plans, a referendum would reveal little new. It was in any case up to the Legislative Council to decide on electoral proce-

dures. He also noted that China was "completely neutral" on the question. "I'm not in the business of trying to tweak the Chinese tail."

Mr Patten said a referendum would also unnecessarily polarise opinion in Hong Kong. "I've got enough experience never to say never but I'm not disposed to believe that it would be the right way forward for Hong Kong."

Questions from members of the UK

parliament revealed a difference in priorities from their last report in 1993, which recommended direct elections to LegCo be drastically speeded up. Instead, they exhibited concern that Mr Patten's more modest attempts to widen the franchise only indirectly elected seats had been too confrontational and made without sufficient consultation with Beijing.

Some questions reflected criticisms of Mr Patten which the committee

recently heard from Sir Percy Cradock, a retired senior diplomat, who described the governor's approach as reckless and counter-productive.

Mr Patten rejected Sir Percy's allegation that he had refused Beijing's request for consultations on his proposals. He said Sir Percy, arguing for settlement with Beijing on the best terms available, failed to specify exactly what he would be prepared to settle for.

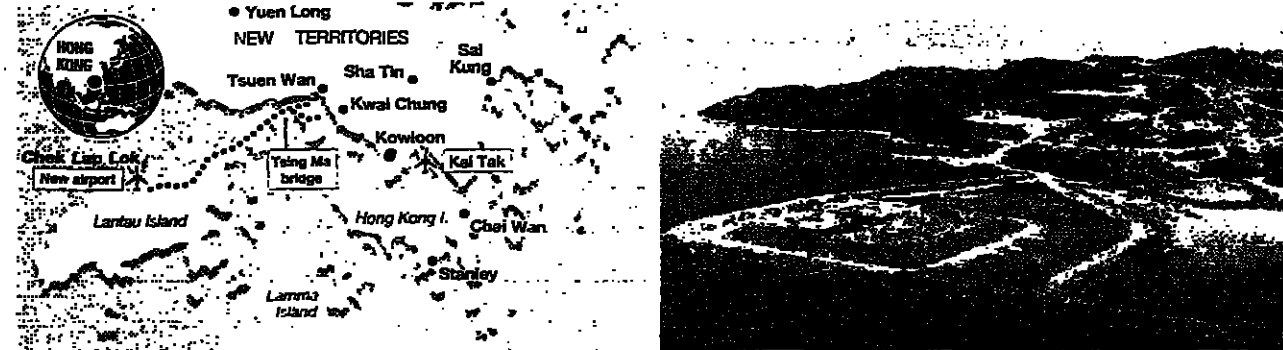
## Britain buys time on HK airport funding

But the project may not be operational much before 2000, writes Simon Holberton

### Problem sites



Kai Tak crowded airport in a crowded city. Chek Lap Kok (below): open space for the new one



its blessing to the franchisees.

Potential holders of a franchise are in little doubt as to the importance of China's approval. One senior businessman whose company will be tendering from a franchise said: "If the PAA awards the franchises without Beijing's approval, all China has to do is say they do not think it a good idea, and the banks will not lend the money. China calls all the shots."

Many in Hong Kong believe the PAA is able to award the franchises for the various services by July this year, and importantly, that China gives

virtually impossible for China to agree to the Hong Kong government's suggestions on how to finance the project. Some believe China has decided it does not want the British to "complete" the airport and would rather it be finished a year or so into Chinese sovereignty.

Mr Victor Sit, a university professor and adviser to Beijing on the airport, believes officials in China run a personal political risk if they accede to the Hong Kong government's suggestions for financing the airport at this time,

when relations are so fraught.

"There is a very serious problem of mistrust, so if they [Beijing officials] let go of the airport issue, there would be more political troubles...for themselves," he said recently.

British officials hope Mr Sit is wrong. They speculate that between now and when Governor Chris Patten introduces his second political reform bill (probably in early March) there exists a chance for a deal.

To test this, Britain requested a meeting of the Anglo-Chinese "airport committee" earlier this week and

indicated it was prepared to make yet another offer on the financing of the airport.

Since March 1992, it has made three separate proposals. But the fourth and latest offer may meet China's stated concerns about the level of debt the airport and railway will carry, come July 1997, when responsibility for Hong Kong passes from Britain to China.

The Hong Kong government sought to meet Beijing's complaint about debt in its second financial proposal, made public in September 1992. Debt financing for the airport was cut to

\$HK5.9bn from HK\$37bn, while the debt needed to be raised to build the airport railway was cut to HK\$17bn from HK\$36bn.

The "problem" with this proposal was that about half the \$HK50bn increase in equity it envisaged would come from a land fund established for the use of the post-colonial government. China, which wanted more equity, was not prepared to spend its "own" money to see that end achieved.

Beijing, on safer ground, also pointed out that the British had agreed in 1991 that total government debt outstanding at June 1997 should not exceed HK\$5bn. The Hong Kong government was still in breach of that agreement as the project's total debt was HK\$23bn. Details of the latest financial proposal are not public but it is understood the government is prepared to throw yet more equity at the airport and its connecting railway, meaning a commensurately lower level of debt.

There is much resistance within the government to putting more money into the airport, but Hong Kong can afford it. Its coffers are brimming with cash, mainly due to receipts from stamp duty on stock market transactions; a projected deficit of HK\$3.5bn in 1993-94 is now expected to be a large surplus.

China has yet to respond to the request for another meeting of the airport committee or to the latest financial proposal. Mr Zhang Jinsong, a Chinese official in Hong Kong, lowered official hopes of a positive response when he indicated a meeting of the committee was not in the offing.

## S African township taxes to be paid

By Patti Waldmeir in Johannesburg

South Africa's black township dwellers are to resume paying rent and taxes to local governments, ending a decade-long boycott which played a part in forcing the ruling National party to end apartheid.

Representatives of black community organisations yesterday signed an accord calling on residents to restart payments, in exchange for a government commitment to resume and improve the quality of services in black townships, where electricity, water, sewage and refuse collection are provided intermittently or not at all.

African National Congress President Nelson Mandela told a conference of local authorities yesterday the ANC would launch a campaign to end the boycott, which could prove an embarrassment to a new ANC government. Residents who have paid no charges for years will not resume immediately, despite Mr Mandela's urging; many will resist paying until services improve substantially.

The agreement is part of a radical reorganisation of local government to end racial segregation. Within 90 days, most black and white local councils will merge, and share one tax base, ahead of local government elections later this year or next.

## Algerian offer 'not enough'

The exiled spokesman for Algeria's outlawed Islamic Salvation Front (FIS) said yesterday the release of hundreds of Muslim fundamentalist prisoners was not enough to justify opening a dialogue with the government. Reuter reports from Paris. "We are happy at the release of some of our brothers but that is not sufficient. We must have the release of all political prisoners, first and foremost our leaders," Mr Rabah Kebir said.

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مكتبة



# US fingers crossed over N Korea

John Burton on why Washington is being so patient with Pyongyang

The leader pages of US newspapers have been filled with columns in recent weeks criticising the Clinton administration for appeasing North Korea and urging it to take tougher measures to force Pyongyang to comply with the nuclear non-proliferation treaty.

"If that's what these pundits want, they should sit on their pencils and lead the charge across the Korean DMZ," said one irritated US State Department official.

The worry among US diplomats is that tough actions, ranging from economic sanctions to pre-emptive military strikes against North Korea's nuclear facilities, could precipitate one of the most destructive wars since 1945.

It is the main reason why the US has been patiently pursuing negotiations with North Korea to persuade it to accept full international inspections of its nuclear sites.

The dilemma is what happens if those negotiations fail. Will the US risk a conflict on the Korean peninsula or instead decide to live with a possibly nuclear North Korea as it has done with other suspected nuclear powers such as Pakistan?

There is some optimism that decision will never have to be made. North Korea has been disarming details of the resumption of regular inspections of seven nuclear sites meeting with the International Atomic Energy Agency (IAEA) for the past two weeks in Vienna. The Vienna talks followed an announcement by the

US on January 5 that North Korea had agreed in principle to allow the inspections, which have been suspended for almost a year.

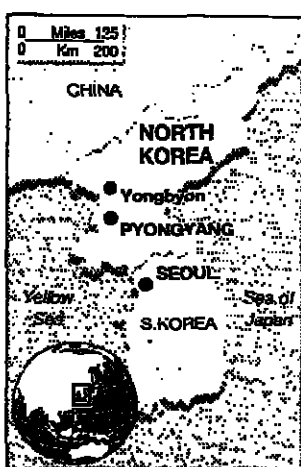
The pace of negotiations has been slower than expected, although the US State Department expressed confidence last week that there is "no reason to believe that there's been any erosion in the North Korean commitments" to resume inspections.

But US intelligence agencies recently estimated that there is a "better than even chance" that North Korea has already constructed one or two crude nuclear devices using plutonium extracted in 1989 from a small 5-megawatt nuclear reactor at the Yongbyon nuclear centre.

The fear is that North Korea's acquisition of nuclear weapons could provoke a nuclear arms race in north-east Asia by forcing Japan and South Korea to follow suit. Pyongyang might also emerge as a supplier of nuclear technology to other anti-western nations, such as Iran.

But disagreements exist among policymakers in Washington and Seoul about whether the North's suspected nuclear weapons programme is real or a bluff and why it is blocking inspections.

The US State Department, for example, disputed the intelligence assessment of the North's nuclear capability. Some US officials privately complain the Defence Department and Central Intelligence Agency have exaggerated the



North Korean threat as part of an effort to curtail cuts in their budgets. "It's how the game is played in Washington," said one official.

There are contrasting explanations for North Korea's behaviour. The most obvious is that the North wants to prevent the IAEA from discovering its nuclear weapons programme because it is intent on possessing nuclear weapons.

The alternative view is that the North is using the nuclear inspection issue as a bargaining chip to win diplomatic recognition and economic aid from the US and bolster its crumbling economy.

A possible contributory factor is that the US angered the North when it resumed the annual Team Spirit military exercises in South Korea last year.

The North agreed to start accepting IAEA inspections in 1992 in return for the suspen-

Australian government officials yesterday admitted they had been approached by North Korea, over the possibility of restoring diplomatic relations, severed unilaterally by the North Koreans almost two decades ago. Nikki Tait reports from Sydney. But Mr Gordon Bilney, acting minister for foreign affairs, said the talks were "very informal and very tentative discussions... essentially diplomatic-level consultations". "There haven't been political contacts of any kind - it's not time for those," he said.

sion of that year's Team Spirit exercises. Pyongyang apparently saw Team Spirit's resumption in 1993 as the US breaking its word and it responded by discontinuing the IAEA inspections.

An interim settlement could include the US suspending Team Spirit this year if the North permits inspections and agrees to negotiate with South Korea on mutual nuclear inspections as promised in their 1991 non-nuclear pact.

This would lay the foundation for a comprehensive agreement in which the US could offer diplomatic recognition and economic support in return for North Korea accepting complete inspections by the IAEA and South Korea.

But the negotiations to reach a package deal could be a long and tortuous process. The Clinton administration is being criticised for possibly giving North Korea breathing space

to finish its nuclear weapons programme as it engages in protracted talks.

Negotiations, however, still appear to be the best option in solving the dispute. A pre-emptive attack on the North's nuclear facilities would almost certainly cause the North to attack the South.

UN economic sanctions, if they are not vetoed by China, might also provoke an attack. North Korea would have to draw on its fuel and food reserves for the military to survive sanctions, which would severely weaken its defence. Pyongyang may then see little alternative but to go on the offensive. It is one reason why Japan and South Korea are cautious about proceeding with sanctions.

The options appear tough for a US administration that wants to avoid a war on the Korean peninsula. There is little question that tens and possibly hundreds of thousands would be killed in a conflict that would mainly take place in the heavily-populated environs around Seoul, the world's fifth largest city, which lies just 35 miles from the DMZ.

The Clinton administration has made the North Korean nuclear inspection a test case for stopping nuclear proliferation, but the question remains at what cost. US General Omar Bradley said of the last Korean conflict of 1950-53 that it was "the wrong war, at the wrong place, at the wrong time, and with the wrong enemy". The US will have to determine whether that judgment still holds true.



A Palestinian builds a fire of tyres in Ramallah yesterday as part of protests by the PLO's Fatah faction against the death of a youth, shot by Israeli troops while throwing a molotov cocktail.

## Kuwaiti MPs take hard line

By Robin Allen, recently in Kuwait

The Kuwait National Assembly (parliament) has unanimously repealed a 1990 law imposing restrictions on bringing government ministers to trial.

The repeal comes amid mounting indignation in the National Assembly about the government's failure to answer allegations of fraud behind investment losses by the Kuwait Investment Authority and the London-based Kuwait Investment Office.

A former oil and finance minister, Sheikh Ali Khalifa al-Sabah, who has been mentioned in the case, had been banned from leaving the country, though the ban was later lifted. Many MPs want the ban reimposed.

According to a member of the National Assembly's Public Funds Protection Committee, the government and National Assembly are "completely at odds" over the issue of Kuwait's foreign investments. The KIA is being called to account over some \$500m in

losses by KIO in the US, Canada, France and Britain as well as the \$4bn-\$5bn incurred in the collapse of KIO's investment empire in Spain. Sheikh Ali Khalifa has also been criticised by Mr Ahmad al-Saadoun, National Assembly speaker, in connection with losses incurred in Kuwait Petroleum Corporation's 1990 acquisition of US oil drilling group Santa Fe. The KIA is sticking to its line that most losses were due to bad luck or bad management but that historically the KIA had done a good job.

## Old north-south division threatens Yemen's three-year unity

By Eric Watkins in Aden

The threat of civil war lingers in Yemen, despite apparently successful efforts this week to negotiate a settlement to the country's political crisis, now entering its sixth month.

Military units of the former north and south Yemen maintained a watchful stance yesterday along the border which, before unification three years ago, had divided them.

President Ali Abdullah Saleh and Vice

President Ali Salem al-Biedh have agreed to meet to sign an agreement which is aimed at ending a crisis that began in late August. It was then that Mr Biedh, frustrated by the lack of co-operation from the president, left the capital Sanaa and returned to Aden, his political base in the former South Yemen.

Mr Biedh had long complained about the lack of unity in the country, the continued presence of military forces in cities, and the alleged mismanagement of the economy.

In September, Mr Biedh, who heads the Yemen Socialist party, issued an 18-point programme for national reform and called for its implementation as a condition of his return to Sanaa. Although General Saleh has since accepted the YSP programme, he has so far failed to implement it and Mr Biedh has remained in Aden.

Faced with the impasse, leading politicians in late November formed a committee to resolve the dispute and this week finalised a document which, they believe, could end the problem. Incorporating all

18 points of the Socialist programme, the document has raised hopes of a solution to the crisis.

Western diplomatic sources said yesterday that General Saleh was "confident" that the agreement would bring a quick end to the impasse. And optimism appeared to be underscored yesterday as the Yemeni rival strengthened by nearly 20 per cent in unofficial trading.

But, according to Mr Biedh, implementation of the document is the crucial point in ending the crisis and he has little hope of

that. "We will arrive at results which are theoretical, but our real problem will be implementation," he said, but added: "We have no faith that there will be implementation."

Mr Biedh explained earlier this week that he and General Saleh had reached many agreements before but "unfortunately, none have been implemented".

Gen Saleh has meanwhile admitted that reports of a southern aircraft bombing northern troops on Monday were false. He claimed instead that a jet had flown at low

altitude over the Al-Malika encampment of northern soldiers in the town of Laudar, about 170 kilometres north east of Aden, and that the resulting sonic boom had been misinterpreted as an explosion.

Journalists visiting the site on Wednesday confirmed that no bombing had occurred, but that last Friday some 300 northern troops had left their base in Laudar and had commandeered a strategically placed private house to control access to and from the town.

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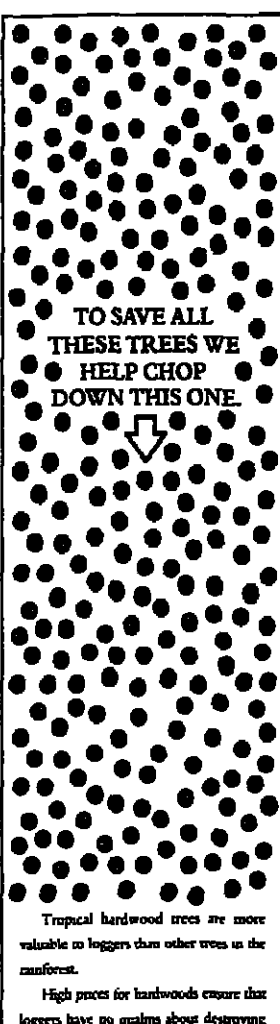
## Michael George Gale

May 16, 1940 - January 18, 1994

Chief Executive  
Hongkong Telecom

We, the management and staff of Hongkong Telecom, would like to extend our heartfelt sympathies to Mike's wife, Jess, and their children, Mark and Janette, at this tragic and unexpected loss.

The family requests donations in lieu of flowers be made to the Hong Kong Adventist Hospital Children's Heart Fund or the Children's Cancer Fund.



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## Tokyo welcomes end of US trade threat

By Michio Nakamoto in Tokyo

Japanese government officials yesterday welcomed a US decision to drop the threat of trade sanctions against Japan. They hoped for a similarly positive outcome to the bilateral trade negotiations, still deadlocked only weeks before a US-Japan summit next month.

US pressure on Japan to make a greater effort in pushing the bilateral framework talks forward is likely to increase when Mr Lloyd Bentsen, the US Treasury secretary, stops over in Tokyo on his way back to Washington over the weekend.

Mr Bentsen is to meet the Japanese prime minister and finance minister.

The US cancelled the sanctions, which were scheduled to go into effect yesterday if Japan had not taken steps to open its construction market to foreign competition. The cancellation followed Japan's adoption of a plan to increase

the openness and fairness of its construction market this week.

Japan has also agreed to monitor, with the US, progress made by foreign construction companies in winning public works contracts. The two sides will conduct an annual review of such data as the number and value of public works projects which are open to competitive bidding, the number of foreign companies which are awarded such contracts and efforts made by foreign companies to win contracts.

Mr Masayoshi Takemura, Japan's chief cabinet secretary, said he hoped the US move to remove the threat of sanctions "will have a favourable effect on the Japan-US framework talks toward the summit in February".

However, almost no progress has been seen in the key areas of contention between the US and Japan in their trade talks, despite the short period left before the summit on February 11, when the leaders of the two

countries are expected to announce results on specific issues.

On the crucial issue of opening up Japan's markets to foreign cars and car parts, Japanese bureaucrats have continued to resist US proposals for quantitative indicators which the Japanese consider to be numerical targets. The two sides also remain wide apart in other areas such as government procurement and deregulation of financial markets.

The impasse has led to growing US impatience over what officials see as Japanese intransigence in the talks.

An emergency meeting held on improving market access for foreign semiconductor manufacturers in Japan brought no progress.

The US is unhappy that the share of foreign semiconductor companies in Japan has been falling for three quarters despite a bilateral understanding that there would be continued improvement.

## Mitsui and Carlyle in \$1m Asian ventures link

By Emiko Terazono in Tokyo

Mitsui, a leading Japanese trading company, will invest \$1m in the international division of the Carlyle Group, a Washington investment group, to take part in joint projects in Vietnam, China and the former Soviet Union.

Mitsui, which will acquire 10 per cent of the international arm of the US group, said its extensive network in China and South East Asia had

attracted Carlyle. The investment group holds equity holdings in companies covering activities such as defence, telecommunications, property and services, and sees new opportunities for investments in the Asian region and Russia.

Mitsui, which has 45 joint ventures in China, and has several offices in Vietnam, in turn hopes Carlyle's extensive political links will create business opportunities in the US.

The chairman of Carlyle,

founded in 1987, is Mr Frank Carlucci, secretary of defence in the Reagan administration; and Mr James Baker, former US secretary of state, is a partner. The international division is led by Mr Alton Keel, a former national security adviser to President Ronald Reagan.

Mitsui said it would not deal in defence or military-related equipment, but intended to help defence-linked companies suffering from a fall in demand to shift to civilian businesses.

## EdF in Slovak joint reactor venture

By Patrick Blum in Vienna

Electricité de France (EdF) has signed a joint venture agreement with Slovenský Energetický Podnik (SEP), the Slovak electricity company, to complete the construction of two nuclear reactors and manage SEP's unfinished nuclear plant at Mochovce, about 120km east of Bratislava.

The total investment for completing the two Soviet-designed pressurised water reactors and bringing safety up to western standards is expected to be about \$41.5bn (\$785m). The European Bank for Reconstruction and Development is expected to provide financing for the project.

This is EdF's first contract to upgrade a Soviet-designed nuclear reactor. Westinghouse Electric of the US won a contract last year to upgrade the Temelin nuclear power plant in the Czech Republic.

Under the agreement, EdF will hold 51 per cent and SEP 49 per cent in EMO, a joint venture company established for the project. Germany's Bayernwerk may also take a stake in EMO, an EdF official said.

The Mochovce plant has been controversial and construction effectively stopped in late 1989 after the "velvet revolution" that brought an end to the communist regime in what was then Czechoslovakia. Initially the plant was to have four Soviet-designed VVER 440/213 reactors with 440MW capacity each. EdF says the reactors are the most recent Soviet design and "relatively close" to western standards.

## Gatt set to shelve workers' rights agenda

By Frances Williams in Geneva

The controversial question of whether the General Agreement on Tariffs and Trade should try to draw up international rules covering worker rights is likely to be shelved until after the Uruguay Round package of agreements is signed next April in Marrakesh.

There is already agreement among Gatt members to draw up a work programme on trade and the environment for approval by ministers in April. In recent weeks President Bill Clinton and Mr Mickey Kan-

tor, the US trade representative, have also strongly backed including labour standards in future global trade negotiations.

However, the idea is strongly opposed by many developing countries which fear a new pretext for protectionism, and it has aroused mixed feelings in the European Union. At a meeting yesterday of the Trade Negotiations Committee, which oversees the Uruguay Round, senior trade officials agreed that the Marrakesh agenda should focus on implementing the trade talks that have just ended rather than trying to launch new ones.

Negotiators expect trade-environment discussions to be difficult enough without adding more contentious issues. As well as worker rights, international rules for competition policy, currency movements and investment are all candidates for inclusion in future trade talks.

The immediate priority for the 117 nations taking part in the Uruguay Round is to complete negotiations on tariffs and services by mid-February. By April they will also have to agree recommendations concerning the structure and budget of the new World Trade Organisation.

## Showdown over silk brings latest victory for Kantor

Nancy Dunne on the US trade chief's Chinese textiles deal

Ms Carla Hills, former US trade representative, defined failed trade talks as those which result in sanctions. By this standard - and others - her successor, Mr Mickey Kantor is a high achiever.

Mr Kantor has only once imposed sanctions - on the EU in a dispute over government telecommunications procurement - and those were mostly symbolic. (He and Sir Leon Brittan, his EU counterpart, may be nearing a solution on telecommunications with the expected conclusion of a study this week forming the basis of a deal.)

The trade representative has succeeded in numerous high-stakes showdowns with the EU, Japan and China, employing neat timing and a potent combination of seemingly reckless threats, followed by flexibility and ingenuity.

On Monday Mr Kantor announced still another triumph, a new three-year pact with Beijing which sharply cuts the growth of Chinese textile and apparel imports. By threatening a 25-35 per cent cut in China's current quotas and refusing to cave in when China threatened retaliation and insisted on last-minute changes in the pact, US negotiators got the customs co-operation agreement they insist they need to curb "massive" fraud and transshipment.

Customs will now be permitted to employ US-Chinese "jump" teams, comprising officials of both countries, to swoop on Chinese factories in search of misleading labels and documentation, used to circumvent quotas.

US negotiators also got China to agree for the first time to ceilings on silk apparel, which they say is sold so cheaply that it can undercut cotton.

Imports jumped from \$900m in 1991 to \$2.6bn in 1993; increases will now be limited to 1 per cent a year for the next three years.

The US-Sino relationship has

### Cuts 'would have hit consumers'

China would not have been the only casualty of US threats to cut its textile quota by up to 30 per cent - US consumers would also have paid dearly, according to a study by a leading Washington trade-policy institute, David Dodwell, World Trade Editor, writes.

The quota cuts would have cost US consumers about \$1.1bn a year, according to Mr Gary Hufbauer at the Institute for International Economics, who has just published a study of the cost of US protection.

US textile producers would have captured gains of about \$570m, but the rest of China's "loss" would have been snapped up by textile exporters elsewhere in Asia and Latin America. Quota cuts would have saved an estimated 8,000 jobs in the beleaguered US textiles industry, but the cost per consumer of saving each job would have amounted to about \$136,000.

\* *Measuring the Costs of Protection in the US*, by Gary Hufbauer and Kimberly Elliott, published by the Institute for International Economics, Washington.



Mickey Kantor: Imposed sanctions only once

Anthony Johnson

come some way since 1984, when a dispute over textiles resulted in US sanctions and Chinese retaliation against American grain.

That infuriated the US agricultural lobby, at a time of massive surpluses, and so transpired trade officials that they avoided confrontations with the Chinese for years, even renewing the country's Most Favoured Nation status after the crushing of the 1989 student uprising in Tiananmen Square.

Even now, China could easily shake up US industry by retaliating against the vulnerable US aircraft makers, agriculture and capital goods producers. But it now must reckon with pressure from its own business sector and its interest in the lucrative US market, where its surplus last year soared above \$22m.

The textile deal both pleased and annoyed Mr Kantor's constituents. Although overall quota growth is frozen this year and limited to 1 per cent in each of the next two, importers were relieved to know their contracts would be fulfilled. However, Ms Laura Jones,

executive director of the Association of Importers of Textiles and Apparel, was "horrified" at the silk apparel quotas, viewing them as a contradiction of the liberalisation promised in the Uruguay Round.

US textile producers are pleased with a trade representative who brags that US textiles are the "best" in the world and US workers the most productive.

But they would have preferred the threatened 25-35 per cent quota cut to go ahead, on the grounds that the Chinese deserve to be punished for transshipment sins.


Mr Kantor said the "resolute" US stand ought to send a message to Beijing that the US would stand tough on other disputes, most importantly on renewal of Most Favoured Nation status.

This is a message which has been conveyed by every US visiting official for months, including Mr Lloyd Bentsen, the US Treasury secretary, who appeared there this week, and a delegation of US congressmen led by Mr Richard Gephardt, the House majority leader, last week.

Beijing has also had encouraging hints that if it co-operates on human rights, intellectual property rights and nuclear proliferation, it will be invited to take a respected place among the community of trading nations.

"The Clinton administration does not want to make an annual MFN assessment the central focal point for economic ties between the two countries year after year," said Mr Jeffrey Garten, the Commerce Department trade undersecretary, on Wednesday in Frankfurt. "We sincerely hope there can be enough progress in the human rights area to get these MFN issues behind us."

In the past, no amount of pressure has moved Beijing on human rights. If Mr Kantor and the other players in this effort pull off this deal, it will be a dazzling achievement indeed.



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# Clarke and Major defend economic policy

By Kevin Brown, Political Correspondent

Mr Kenneth Clarke, the UK chancellor of the exchequer, delivered a robust defence of his handling of the economy yesterday as the Inland Revenue sent notification to taxpayers of tax increases decided in the last two Budgets.

Mr Clarke said the recovery would be "checked" by the tax increases, which take effect from April. But he insisted that the recovery was "strong enough for those tax rises to be taken in its stride."

His defence of government economic policy was echoed in the Com-

mons by Mr John Major, the prime minister, in the face of renewed claims by the opposition Labour party that the government broke its election promises on taxation.

The government also sought to deflect attention from taxation by threatening to expose further Labour "smears" and by widening its offensive to target the Liberal Democrat party.

In a further indication of the government's determination to take the political offensive, the cabinet decided to mount a high-profile campaign for the European parliament elections in June.

The decision is in sharp contrast to

the last campaign for elections to the European parliament in 1989, when widespread cabinet hostility to the European Community led to a low-profile campaign in which the Conservatives eventually fared badly.

Mr Clarke told BBC radio that the tax increases would "take a bit of the edge off consumer demand, which the figures show is much stronger now than it was 12 months ago."

But he said the impact of the tax rises would be offset by reductions in mortgage interest rates, which had released £8bn in spending power into the economy.

Mr Clarke also gave his clearest indication yet that he is not consider-

ing a further cut in interest rates to ease the pain of tax rises or increase export competitiveness.

Mr Clarke recalled that Lord Lawson, chancellor from 1983-89, was also urged by commentators and opposition MPs to stimulate demand by cutting interest rates.

"Nigel Lawson [now Lord Lawson, the former Tory chancellor], would agree, looking back, that he had already reduced them too much. On that front you have to set yourself a clear idea of when you change interest rates and stick to it, not be influenced by what the papers say in the morning," he said.

Mr Clarke said his judgment on

interest rates would reflect "above all, what is right not only to sustain the recovery, but also to make sure that over the medium term we take the opportunity of keeping inflation down."

Senior Conservatives said the improving economy would provide the background for a sustained offensive against the opposition parties, which will be accused in the European election campaign of seeking to submerge the UK in a federal Europe.

A senior official said the party was compiling further evidence of "smears" by the Labour party to add to seven alleged smears which the Tories released earlier this week.

## Britain in brief



## Royal Navy jet order boosts BAe

Doubts over the UK government's plans for the Royal Navy's fleet of Sea Harrier jump-jets were lifted yesterday with the announcement of an order for 16 aircraft worth a total of between £300m and £400m.

The contract comes as a boost to British Aerospace's military aircraft division after more than 1,300 job losses were announced in the past week in its civil aircraft and missile operations.

The deal, awarded since last spring, was confirmed by Mr Jonathan Aitken, defence procurement minister.

BAe's work on building the improved FR.3 Sea Harriers is valued at about £200m, but this does not include the Rolls-Royce engines and other equipment.

been copied by Mr Lyons, infringing its rights under copyright law. The rejection was made because BSKyB had failed to produce sufficient evidence that there was an infringement of copyright.

Mr Lyons says the microchips, software and algorithms - which give command instructions to the software in the chip - in his cards are different to those used by BSKyB.

## P&O officers vote to strike

Ships' officers, excluding masters, employed by P&O European Ferries, have voted to strike against the company's reform of employment contracts.

The changes are designed to make cost savings on services from Felixstowe in Suffolk, to Larne in Northern Ireland and Cairnryan in Galloway.

Workers at the three ports have agreed not to take ships to sea or provide services for limited discontinuous periods not exceeding 24 hours. The action was passed by 121 votes to 23, by P&O members of Numbast, the merchant navy officers' union.

P&O managers are today due to meet officials from the RMT transport union to try to prevent strike action by crews on the same ferry services. The crews are also opposed to a pay freeze and a radical change in working hours.

## 6.5% rise in car production

UK car production rose 6.5 per cent last year to the highest level since 1974.

The increase in UK car output to 1,375,522 from 1,291,880 in 1992 was in sharp contrast to steep declines in Germany, France, Italy and Spain. Production is forecast to rise further this year despite weak demand in export markets.

The increase last year was supported by recovery in new car demand in the domestic market, according to figures from the Society of Motor Manufacturers and Traders.

Production for the UK market rose 19.9 per cent to 842,847. Output for export declined 9.6 per cent to 532,675, accounting for 38.7 per cent of total UK car output last year compared with 45.6 per cent in 1992 and 48.9 per cent in 1991.

## Goldsmith aids Thorp protests

Sir James Goldsmith, the international financier, has offered to back Greenpeace, the pressure group, in its court battle to stop the Thorp nuclear reprocessing plant at Sellafield in Cumbria.

The Goldsmith Foundation, set up by Sir James and his brother Edward, said it would pay part of Greenpeace's legal costs if the pressure group lost the case. The Goldsmiths have backed several anti-nuclear campaigns.

## Fresh effort on Ulster peace

The UK and Irish governments tried last night to breathe new life into their Northern Ireland peace initiative by confronting Sinn Féin's demand for clarification of the Downing Street Declaration.

Sir Patrick Mayhew, Northern Ireland secretary, said the government would do "everything in our power" to enable agreement to be achieved.

He said the "key" was "agreement between the people living in the island of Ireland, North and South." He added: "If that agreement involves agreed structures for the island as a whole - so be it."

Mr Reynolds said that following the joint declaration, the island of Ireland "not just Northern Ireland" made up "the framework for self-determination." But he added: "The fact that partition was enforced back in 1920 does not make it right to enforce unity today."

## Government to set out stance on competitiveness

By Andrew Adonis

The British government is to publish a white paper on competitiveness in the summer, to give its "hands on" approach to industrial policy a higher profile.

Mr Michael Heseltine, the trade and industry secretary, will use the white paper to set out the government's role in "backing winners" and boosting exports.

It will be the first white paper on the government's approach to industry since the Conservatives came to office in 1979, marking a further breach with the policies of the Thatcher government.

Announcing the decision to the House of Commons trade and industry committee yesterday, Mr Heseltine said: "Governments intervene all the time; the only question is what form it takes."

The white paper will emphasise "competitiveness", not old-style "industrial policy", emulating the language of the Clinton administration.

Whitehall sources dubbed it a "American-style white paper", which would take a "broad view" of the government's approach to Britain's industrial weaknesses, including skills shortcomings, technology promotion and the liaison between Whitehall and industry.

Mr Heseltine ruled out any return to large-scale public funding of particular industrial sectors, but said government

was ready to do "anything it reasonably can to enhance the environment within which industries can flourish".

The white paper will take the form of a response to the trade and industry committee's report on competitiveness in manufacturing industry, due to be published in March.

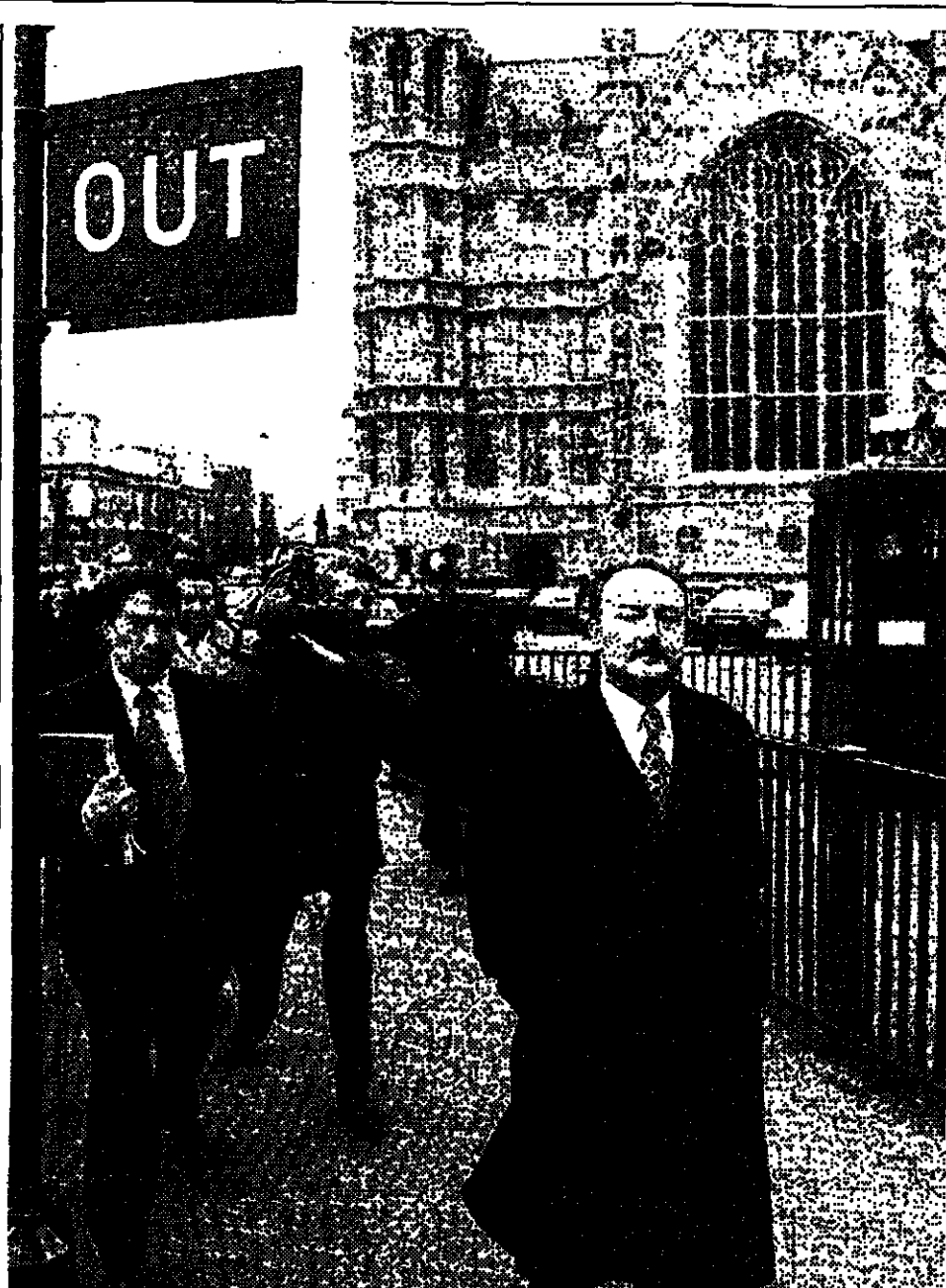
Referring to the work of the DTI's competitiveness unit, Mr Heseltine warned the committee that Europe "is going to have to face up to some fairly unpalatable changes as it meets the challenge from Asia in the next decade."

He added: "People will not base industries in Europe out of charity."

He conceded that Whitehall departments were not working closely enough together in liaising with industry, but criticised trade associations in some sectors which, he said, "often do not do a good job".

The government recently conducted a wide-ranging "benchmarking" exercise, comparing the performance of specific sectors with those overseas, the results of which are believed not to have been published in full.

Opposition Labour members of the trade and industry committee called on the government to provide financial help for companies engaged in technological projects. But Mr Heseltine refused to support any large-scale increase in government subsidies.



George Galloway at Westminster yesterday after being disciplined for meeting Saddam Hussein

## MP is censured over trip to Iraq

The Labour leadership yesterday tried to contain its embarrassment over a recent trip to Iraq by Mr George Galloway, the Labour MP for Glasgow Hillhead, by issuing him with a "severe reprimand".

James Blitt and Philip Stephens write.

Mr Derek Foster, the opposition chief whip - parliamentary business manager - warned Mr Galloway after an appearance on Iraqi television earlier this week in which the MP praised President Saddam Hussein.

Mr Galloway, an outspoken opponent of sanctions against Iraq, apologised for the appearance, in which he had saluted Mr Saddam's "courage, power and indefatigability" in the presence of the dictator.

He expressed "deep regret for any offence or pain that may unwittingly have been given to families of British victims of the Gulf war".

At question time in the Commons Mr John Major, prime minister, said the whole House would think the Labour MP "foolish".

There was nothing to be said for Saddam "and nothing should be said for him by any member of this House".

It was understood yesterday that some Labour members were considering whether to raise Mr Galloway's behaviour with Labour's ruling National Executive Committee, with a view to having him removed as a candidate at the next general election.

## Milk body faces pre-split shake-up

By Deborah Hargreaves

The Milk Marketing Board, the body that oversees UK milk production and sales, could be forced to hived off Genus, its £20m artificial insemination unit, and National Milk Records, its milk testing business.

It might need to do this in order to obtain government approval for its plans to transform itself into a farmers' co-operative when the £3.5bn milk market in England and Wales is opened to competition later this year.

Genus could be floated off as an unlisted company or made into a government body.

Its turnover last year was £30m, with pre-tax profits of £4m.

The flotation of Dairy Crest, the board's milk processing division, has been delayed from next month to June or July because of government objections over plans to reorganise the board.

Mr Andrew Dare, the board's chief executive, who will head Milk Marque, the new co-operative, said the options for separating Genus and National Milk Records were under consideration.

"But National Milk Records is so closely integrated with the milk board's daily activity that it would be quite a headache to split it off," Mr Dare said.

The board must decide by Monday whether to hived off both units to satisfy government concerns about its dominant position in the market.

Government queries over the board's plans have delayed the introduction of competition into the milk market from April to either the beginning of August or October, Mr Dare said. "I want to be able to prove that a properly managed and properly financed farmers' co-op can succeed. We have to get it right now."

Mr Dare said he had cleared up all of the government's misgivings over the reorganisation plan except the fate of Genus and National Milk Records.

## Scientists play down fears on thinning of ozone layer

By Bronwen Maddox, Environment Correspondent

Thinning of the ozone layer has hit record levels, UK government scientists said yesterday. But they also predicted that ozone levels would return to normal towards the end of the next century if countries observe new treaties curbing harmful chemicals.

At the publication of a Department of the Environment report on ozone, scientists also warned that fears about a rise in skin cancer rates were sometimes exaggerated.

The layer of ozone gas in the upper atmosphere shields people and plants from the sun's damaging ultra violet rays. Mr Joe Farman, the scientist who discovered a "hole" in the ozone layer over the Antarctic, said yesterday thinning would be at its worst around 2005.

The report says ozone levels over the UK in the winter of 1992-93 were the lowest since records began in 1979 - a thinning of about a quarter in the past decade. The ozone layer is thinner in winter than summer because of atmospheric pressure changes.

The thinning in 1992-93 was partly due to natural factors: eruption in 1991 of a volcano in

An annual seminar organised by Cambridge University on environmental matters for senior businessmen is to be the centrepiece of a new environmental initiative launched yesterday by Prince Charles.

The seminar, which will be organised in conjunction with Cambridge's Programme for Industry, will aim to get across the message that environmental awareness and sustainability are good for business.

The prince told a group of businessmen yesterday that he believed that companies which took a strategic approach to

the Philippines, and a anticlone over the northern hemisphere. Preliminary figures for the end of 1993 show some improvement, scientists said.

Mr Farman said people's fears over ozone thinning were sometimes out of proportion. "The bigger problem may be disruption of insect life and pollination of plants. Human beings can put on a hat and sun screen; bees can't do that."

The extra dose of radiation that people in the northern hemisphere will receive by 2005 because of ozone thinning will be roughly the same as

the environment would open up new markets for themselves, and gain in competitiveness and efficiency.

The first seminar next September will be addressed by top businessmen and environmentalists.

The initiative is being sponsored for its first three years by British Airways, ICI, Wessex Water, Waste Management and National Westminster Bank, whose chairman, Lord Alexander will chair the management committee.

Lord Alexander said that the programme would be aimed particularly at future business leaders.

they would get by moving from Aberdeen, in Scotland, to a sunnier climate such as the south of France, he added.

The Montreal Protocol, negotiated in Copenhagen in 1992, commits countries to phasing out the production of industrial chlorine gases (CFCs), mainly used in refrigeration and air-conditioning equipment. Environmentalists and scientists want the ban to cover other chemicals including HCFCs - a replacement for CFCs - and methyl bromide, widely used to preserve fruit, vegetables and crops.

## Tanker accident report blames captain's actions

By James Burton and David Owen

The Greek captain of the Liberian-registered tanker Braer, which caused an oil spill when it ran aground on Shetland last January, is accused in the official report on the incident for "serious dereliction of duty".

Captain Alexandros Gelis is blamed for not taking action to deal with pipes which had broken free on the deck of the tanker in stormy seas during the voyage. These pipes damaged air pipes to the ship's fuel tanks, allowing seawater to enter and contaminate the fuel supply. This eventually caused the engine to stop and the ship to drift onto the shore.

The report, by the Marine Accident Investigation Branch of the UK Department of Transport, says that Captain Gelis failed to have the loose pipes re-secured or jettisoned, and failed "simply to observe them to see the damage they may have been causing".

B&H Shipmanagement, a company of Stamford, Connecticut, US, the Braer's operators, said the report did not give enough

weight to the severity of the weather at the time. It relied "excessively upon hindsight" in criticising the officers, the company said.

The Braer, carrying 35,000 tonnes of crude oil from Norway to Quebec, broke down at 4.40am on January 5 1993. Her crew was evacuated by helicopter just before the Star Sirius, a tug from Lerwick, arrived on the scene at 9.15am. The ship ran aground at Garth's Ness at 11.20am.

The quality of the senior crew on the ship, "while no doubt typical of many hundreds of other vessels trading at sea today, left much to be desired", the report says.

But it rejects allegations that the ship was defective and that she should not have been sailing through the 25-mile-wide Fair Isle channel between Shetland and Orkney. It says the ship was "structurally sound with no known significant deficiencies" and that her planned route was a normal one.

# Bank of England concern over EU supervision directive

By Robert Peston

Severe restrictions on the Bank of England's powers to intervene in cases of alleged misconduct at London branches of banks with headquarters in other parts of the European Union are disclosed in a letter from the Bank to a British businessman.

The letter, written by Mr Brian Quinn, the Bank's director in charge of banking supervision, was sent a few days ago to Mr Andre Levy, who is suing ABN Amro, the big Dutch bank for negligence.

Mr Quinn says in his letter that the implementation last year of the EU's Second Banking Co-ordination Directive means that: "As a matter of law, the Bank's powers to intervene in ABN Amro Bank's affairs have been considerably re-

duced... and do not extend to questions of the fitness and propriety of the managers."

"It follows that your concerns about ABN Amro Bank's conduct and management should not be directed to the de Nederlandsche Bank [the Dutch central bank] as the relevant home supervisory authority."

Before the Bank passed responsibility for the case to the Dutch central bank last year, it felt that the dispute between Mr Levy and ABN Amro was a commercial one and did not raise issues of relevance to it as a supervisor. However, the Bank has continued to receive information on the case since it handed over responsibility for it. The Bank refused to comment yesterday on whether it now took a harsher view of ABN Amro's conduct.

The Bank has received evidence from Mr Levy and representatives of two other companies, Chieftain and Scansfisheries, that in late 1990 and 1991, ABN managers advised them to raise money through complex borrowing schemes arranged by Mr Bruce Picken of PMC Financial Services.

In all three cases, Mr Picken asked for payment of advance fees totalling several hundred thousand dollars.

The three companies say Mr Picken's failure to produce the funds led to significant costs and disruption for their businesses - though they all say that they refused to pay the advance fees.

Mr Picken was declared a bankrupt in May 1991 and is believed to have left the country.

Mr Quinn's letter is the blunt admission to date that one effect of

the directive is to curtail the powers of supervisors to assess the fitness of bank branches whose head office is elsewhere in the EU.

The directive's central aim was to improve the supervision of banks by forcing each EU member's supervisory authority to take responsibility for verifying that banks headquartered in its country are fit to take deposits.

Mr Alex Crichton, a director of Chieftain, which tried to raise almost £100m through ABN and Mr Picken, said that he was very disturbed by the implications of the directive.

"ABN was operating in London and we dealt with them as though they were a British bank," said Mr Crichton, who submitted his evidence to the Bank last week.

Mr Levy is suing ABN Amro's London branch for negligence and breach of contract in respect of attempts by his company, Columbus Tobacco, to raise \$4m between October 1990 and March 1991 for the exploitation of a cigarette brand called Route 66.

The writ alleges that the bank failed to adequately investigate either the viability of the funding scheme or the standing of Mr Picken.

Mr Levy first brought the affair to the attention of the Bank of England more than two years ago.

The Bank said yesterday that a hundred hours of a senior manager's time had been spent examining papers relating to the case.

Mr Levy says ABN ignored warnings about Mr Picken. Mr Charalambos Katsamas, of the shipping com-

pany Internav, said yesterday he informed ABN towards the end of 1990 that he felt the bank should not be dealing with Mr Picken.

Mr Katsamas had been trying to raise substantial finance from Mr Picken but became alarmed when he was asked to transfer \$6m to Switzerland to purchase securities as collateral for a loan and also to pay a \$250,000 advance fee. He refused.

ABN continued to work with Mr Picken on deals for Scansfisheries, Mr Levy and Chieftain. Even after Mr Levy made a formal complaint to ABN in April 1991 about his experiences with Mr Picken, the bank continued to work on the Chieftain and Scansfisheries transactions.

ABN Amro yesterday refused to make any comment.



## THE PROPERTY MARKET

## Los Angeles counts the cost

The earthquake that shook Los Angeles on Monday inflicted an estimated \$10bn-\$30bn in damage. But early reports indicate that the city's commercial property sector has suffered relatively lightly.

The damage has been concentrated on infrastructure, apartment buildings and, to some extent, older shops and office blocks in the suburbs. Modern, high-quality offices largely escaped damage, partly because they were built to withstand earthquakes.

In the long run, some property analysts believe that Los Angeles' troubled commercial property market could, paradoxically, benefit from the earthquake. "A lot of apartments, retail and office buildings have been put out of use [by the earthquake], and this will act to tighten up [reduce supply] the rest of the market," says Mr Sol Rabin, of TCW Realty Advisers, a Los Angeles-based property adviser. Moreover, the construction work necessary to repair the damage could be a valuable boost for the local economy.

The Los Angeles property market needs all the help it can get. It is suffering from a vacancy rate of about 30 per cent for offices, a continuing haemorrhage of jobs and disinvestment by large property owners.

Yet while the Los Angeles market remains in the doldrums, large parts of the US property market are starting to climb out of one of the deepest troughs since the Depression.

The LA earthquake is the latest blow to a US market accustomed to grim news, writes Vanessa Houlder

Although there is unlikely to be a broadly-based recovery for at least three more years, the next 12 months will produce some rewards for property owners, according to Landauer, a US real estate adviser. "Look for a new tone of confidence to mark the industry," it predicts.

Any tonic will be welcome for an industry that has had nothing but bad news on the economic front in recent years. Defence cuts are likely to result in the loss of 500,000 jobs by 1997; retail spending continues to be held back by concern about job security; recession in Japan and Europe is curbing demand for US goods; and demand for industrial property is weak.

But there is reason for cautious optimism, according to Landauer. It predicts employment will grow by some 1.5 per cent this year. A gradual improvement in the economy, combined with a dearth of new commercial property development, is likely to reduce vacancy rates.

Within the industry liquidity is improving. Falling yields in equity and bond markets are driving some investors into property in search of higher returns. Demand is largely fuelled by institutional investors

with the exception of insurance companies, which are finding that new capital regulations are making property less attractive.

Perhaps the most remarkable recent resurgence of investor interest is that surrounding the demand for retail investments by so-called 'real estate investment trusts' (REITs). According to Landauer, the REIT market is stronger than it has been for more than 30 years: the market could grow from \$15bn in early 1993 to \$100bn in 2000.

Another potential boost could come from foreign investment: some \$2.75bn could be attracted into US real estate in the next year, says Landauer.

Banks, still smarting from costly property exposures in the late 1980s, remain cautious about lending to the sector. But, having written down their bad debts and improved their balance sheets, the banks are now better placed to resume lending to the sector.

The banks' success will depend on identifying growth areas. Yet, as ever, it is difficult to generalise about a US market in which conditions within different regions and different sectors vary markedly.

• The office market is still patchy. But Landauer is optimistic the sector will return to favour with investors. "Offices will be making the hot property list within the next three years," it says.

The fortunes of the office market depend in part on a continuing decline in construction activity (which would force up prices for existing buildings) and a return of employment growth. Last year was the best 12-month period for office take-up since the late 1980s, Landauer says. Net absorption of office space totalled 60m sq ft, reducing office vacancies by 2 percentage points to an average of 17 per cent (still above its historical average). Another decline to 15 per cent is possible by 1995, Landauer says.

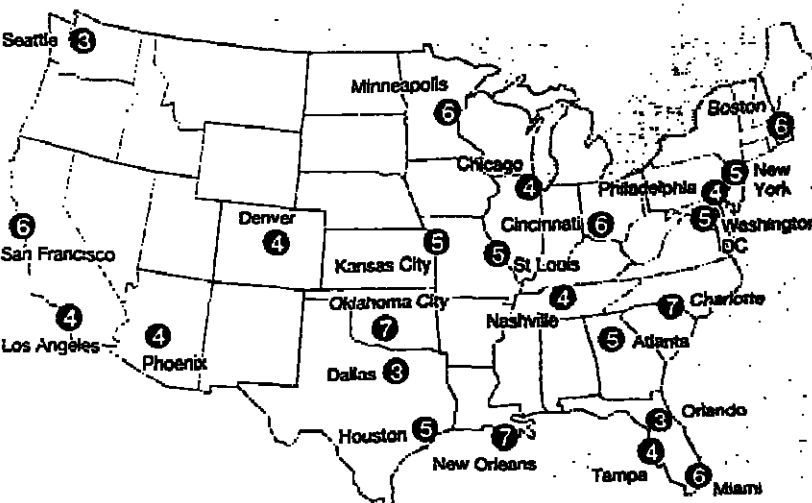
But even this level of vacancy rates is unlikely to lead to a big rise in rents. It will be another four to five years before rents rise to a level that matches new building costs.

Prospects of a pick-up in offices differ markedly in different parts of the US, and are largely determined by broader economic trends. For instance, large-scale jobs cuts have depressed prospects of a turnaround in California, Massachusetts, Maine, Connecticut, New York, New Jersey and Maryland. The sun belt, by contrast, is performing strongly. The vacancy rate for offices in Orlando has dropped from 18 per cent two years ago to 14 per cent today. Job growth has been running at 3.6 per cent over the past year, the result of initiatives by the state authorities.

At present, offices are still out of favour with investors. The rise of REITs, which is focused on assets with strong cash flow (from rents), has excluded offices which tend to have weak operating incomes. As a result, the investment market is still dominated by tenants and corporate owner-occupiers with strong knowledge of local markets.

## US retail sales market: quality rating

Ratings from 1 = strong, 7 = poor based on economic and property market trends.



Source: Landauer Associates

REITs, which is focused on assets with strong cash flow (from rents), has excluded offices which tend to have weak operating incomes. As a result, the investment market is still dominated by tenants and corporate owner-occupiers with strong knowledge of local markets.

• The retail market is still struggling with fundamental problems. Department stores are suffering from increased competition from discount retailers and chains of specialist shops. With department stores either consolidating and/or closing, Landauer warns that as much as a quarter of the regional mall market could be at risk.

Landauer ranks Seattle, Portland, Honolulu and Orlando among the best-placed markets. Tulsa, Oklahoma City and New Orleans, where income levels are far below the national average, showed the weakest potential for growth.

• All categories of the industrial market are weak, says Landauer. "While some bright spots can be identified, the mass of data is monotonously grey," it says. Last year industrial vacancy rates remained high; rents fell; and while the number of bad loans were reduced for other types of commercial property, problem loans for industrial properties began to rise.

• The residential market is showing strong signs of recovery. House building has recovered to its 1988 level, a time of frenetic construction; house prices are rising; mortgage interest rates are low; and investors are pursuing deals.

• The hotel market has bottomed out. A recovery in business travel and tourism has raised occupancy rates to 67 per cent, a profitable operating level for the industry. Overall, Landauer concludes that the property recovery is tugging closer. "To those tough enough and smart enough to have survived the industry's debacle, rewards are starting to come."

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IN THE HIGH COURT OF JUSTICE  
CHANCERY DIVISION  
MR REEDSTAR SUDLEY  
Wolfebury 12th January 1994  
IN THE MATTER OF  
COMAC GROUP PLC  
and  
IN THE MATTER OF  
THE COMPANIES ACT 1985  
NOTICE IS GIVEN that the Order of the High Court of Justice (Chancery Division) dated 12th January 1994 confirming the cancellation of the share premium account of the above named Company was registered by the Registrar of Companies on 14th January 1994.  
Dated this 21st day of January 1994.  
Arthur Morris Craig  
Broadwalk House, 5 Appold Street  
London EC2A 3BA  
Ref: SAW/94  
Solicitors for the said Company

## PUBLIC NOTICES

E B & P N REES LIMITED  
NOTICE IS HEREBY GIVEN pursuant to Section 94 of the Companies Act 1985 that a meeting of the Directors of the above-named Company will be held at All Saints Church, 100, 101, 102, 103, 104, 105, 106, 107, 108, 109, 110, 111, 112, 113, 114, 115, 116, 117, 118, 119, 120, 121, 122, 123, 124, 125, 126, 127, 128, 129, 130, 131, 132, 133, 134, 135, 136, 137, 138, 139, 140, 141, 142, 143, 144, 145, 146, 147, 148, 149, 150, 151, 152, 153, 154, 155, 156, 157, 158, 159, 160, 161, 162, 163, 164, 165, 166, 167, 168, 169, 170, 171, 172, 173, 174, 175, 176, 177, 178, 179, 180, 181, 182, 183, 184, 185, 186, 187, 188, 189, 190, 191, 192, 193, 194, 195, 196, 197, 198, 199, 200, 201, 202, 203, 204, 205, 206, 207, 208, 209, 210, 211, 212, 213, 214, 215, 216, 217, 218, 219, 220, 221, 222, 223, 224, 225, 226, 227, 228, 229, 230, 231, 232, 233, 234, 235, 236, 237, 238, 239, 240, 241, 242, 243, 244, 245, 246, 247, 248, 249, 250, 251, 252, 253, 254, 255, 256, 257, 258, 259, 260, 261, 262, 263, 264, 265, 266, 267, 268, 269, 270, 271, 272, 273, 274, 275, 276, 277, 278, 279, 280, 281, 282, 283, 284, 285, 286, 287, 288, 289, 290, 291, 292, 293, 294, 295, 296, 297, 298, 299, 300, 301, 302, 303, 304, 305, 306, 307, 308, 309, 310, 311, 312, 313, 314, 315, 316, 317, 318, 319, 320, 321, 322, 323, 324, 325, 326, 327, 328, 329, 330, 331, 332, 333, 334, 335, 336, 337, 338, 339, 340, 341, 342, 343, 344, 345, 346, 347, 348, 349, 350, 351, 352, 353, 354, 355, 356, 357, 358, 359, 360, 361, 362, 363, 364, 365, 366, 367, 368, 369, 370, 371, 372, 373, 374, 375, 376, 377, 378, 379, 380, 381, 382, 383, 384, 385, 386, 387, 388, 389, 390, 391, 392, 393, 394, 395, 396, 397, 398, 399, 400, 401, 402, 403, 404, 405, 406, 407, 408, 409, 410, 411, 412, 413, 414, 415, 416, 417, 418, 419, 420, 421, 422, 423, 424, 425, 426, 427, 428, 429, 430, 431, 432, 433, 434, 435, 436, 437, 438, 439, 440, 441, 442, 443, 444, 445, 446, 447, 448, 449, 450, 451, 452, 453, 454, 455, 456, 457, 458, 459, 460, 461, 462, 463, 464, 465, 466, 467, 468, 469, 470, 471, 472, 473, 474, 475, 476, 477, 478, 479, 480, 481, 482, 483, 484, 485, 486, 487, 488, 489, 490, 491, 492, 493, 494, 495, 496, 497, 498, 499, 500, 501, 502, 503, 504, 505, 506, 507, 508, 509, 510, 511, 512, 513, 514, 515, 516, 517, 518, 519, 520, 521, 522, 523, 524, 525, 526, 527, 528, 529, 530, 531, 532, 533, 534, 535, 536, 537, 538, 539, 540, 541, 542, 543, 544, 545, 546, 547, 548, 549, 550, 551, 552, 553, 554, 555, 556, 557, 558, 559, 560, 561, 562, 563, 564, 565, 566, 567, 568, 569, 570, 571, 572, 573, 574, 575, 576, 577, 578, 579, 580, 581, 582, 583, 584, 585, 586, 587, 588, 589, 590, 591, 592, 593, 594, 595, 596, 597, 598, 599, 600, 601, 602, 603, 604, 605, 606, 607, 608, 609, 610, 611, 612, 613, 614, 615, 616, 617, 618, 619, 620, 621, 622, 623, 624, 625, 626, 627, 628, 629, 630, 631, 632, 633, 634, 635, 636, 637, 638, 639, 640, 641, 642, 643, 644, 645, 646, 647, 648, 649, 650, 651, 652, 653, 654, 655, 656, 657, 658, 659, 660, 661, 662, 663, 664, 665, 666, 667, 668, 669, 670, 671, 672, 673, 674, 675, 676, 677, 678, 679, 680, 681, 682, 683, 684, 685, 686, 687, 688, 689, 690, 691, 692, 693, 694, 695, 696, 697, 698, 699, 700, 701, 702, 703, 704, 705, 706, 707, 708, 709, 710, 711, 712, 713, 714, 715, 716, 717, 718, 719, 720, 721, 722, 723, 724, 725, 726, 727, 728, 729, 730, 731, 732, 733, 734, 735, 736, 737, 738, 739, 740, 741, 742, 743, 744, 745, 746, 747, 748, 749, 750, 751, 752, 753, 754, 755, 756, 757, 758, 759, 760, 761, 762, 763, 764, 765, 766, 767, 768, 769, 770, 771, 772, 773, 774, 775, 776, 777, 778, 779, 780, 781, 782, 783, 784, 785, 786, 787, 788, 789, 790, 791, 792, 793, 794, 795, 796, 797, 798, 799, 800, 801, 802, 803, 804, 805, 806, 807, 808, 809, 810, 811, 812, 813, 814, 815, 816, 817, 818, 819, 820, 821, 822, 823, 824, 825, 826, 827, 828, 829, 830, 831, 832, 833, 834, 835, 836, 837, 838, 839, 840, 841, 842, 843, 844, 845, 846, 847, 848, 849, 850, 851, 852, 853, 854, 855, 856, 857, 858, 859, 860, 861, 862, 863, 864, 865, 866, 867, 868, 869, 870, 871, 872, 873, 874, 875, 876, 877, 878, 879, 880, 881, 882, 883, 884, 885, 886, 887, 888, 889, 890, 891, 892, 893, 894, 895, 896, 897, 898, 899, 900, 901, 902, 903, 904, 905, 906, 907, 908, 909, 910, 911, 912, 913, 914, 915, 916, 917, 918, 919, 920, 921, 922, 923, 924, 925, 926, 927, 928, 929, 930, 931, 932, 933, 934, 935, 936, 937, 938, 939, 940, 941, 942, 943, 944, 945, 946, 947, 948, 949, 950, 951, 952, 953, 954, 955, 956, 957, 958, 959, 960, 961, 962, 963, 964, 965, 966, 967, 968, 969, 970, 971, 972, 973, 974, 975, 976, 977, 978, 979, 980, 981, 982, 983, 984, 985, 986, 987, 988, 989, 990, 991, 992, 993, 994, 995, 996, 997, 998, 999, 1000.

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Notice is hereby given that BNCE with offices at: 170 Upper Richmond Road, London SW15 2SH, is accepting tenders to choose a supplier for ONE ULTRASOUND MEDICAL EQUIPMENT for the Naval Hospital in Rio de Janeiro. The latest date for submission of qualifying documents and quotations is 1st February 1994 and the details of this Public Tender are available, at request, at the above address. For further information please contact:

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### BRAZILIAN NAVAL COMMISSION IN EUROPE NOTICE OF PUBLIC TENDER NR. 001/94

Notice is hereby given that BNCE with offices at: 170 Upper Richmond Road, London SW15 2SH, is accepting tenders to choose a supplier for A SYSTEM OF RADIO LINK TO CONNECT TWO MD-110 TELEPHONIC CENTRALS IN BRAZIL. The latest date for submission of qualifying documents and quotations is 16th February 1994 and the details of this Public Tender are available, at request, at the above address. For further information please contact:

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For details and a copy of the SCAA internal audit specification please write to Mr W J Scott, Assistant Chief Executive, Finance/Personnel/IT, SCAA, Newcombe House 45, Notting Hill Gate, London W11 3JB.  
Applications to be received by 31st January 1994.

مكتبة المجلد



## Leaders in the vision league

After a decade of global restructuring and heavy investment in "lean manufacturing" and "time compression" to speed product development, where are the world's most responsive manufacturing businesses?

The answer, according to an exhaustive global survey\* launched this month by Deloitte Touche Tohmatsu International, the international accountants and consultants, is still Japan - but only just.

Overall, the Japanese come closest to having achieved the vision for the "agile manufacturing enterprise" of the 21st century, says the survey of 1,300 leading manufacturing companies in 11 industrialised nations. It is probably the most ambitious global exercise in benchmarking manufacturing.

Japanese leadership in this area is important because, as the survey puts it, "global competitive battles will be won and lost on an organisation's ability to tap interface capabilities, particularly in manufacturing, design and marketing". The findings suggest that the Japanese have greater abilities for rapidly introducing new products and increasing production volumes, because of their superior co-ordination across functions.

However, US and Canadian executives perceive themselves as only slightly behind the Japanese in terms of agility, though the Europeans and Latin Americans admit to wider gaps.

"There is little doubt that, in the future, organisations making the greatest competitive strides will be those that can best integrate inter-firm and intra-firm activities and can shorten their new product development times," says the survey. Spanning traditional functional boundaries requires radical departures from current operations, it adds.

Andrew Baxter

\*Vision in Manufacturing: Planning for the Future. £75. For copies contact David Read on (UK) 071 936 3000

The British non-executive director came of age this week. On Tuesday the Bank of England sold Pro Ned, the body that for a decade has championed the cause of the non-executive, to the sharp end of the private sector.

When Pro Ned was set up in 1982, only 50 per cent of listed companies had non-executive directors. Of those only 30 per cent were independent. More than 11 years later there is barely a quoted company that does not have at least one non-executive director on the board.

The world has been spread and companies have listened. Yet the credit does not lie altogether with Pro Ned. The recession, the growing power of institutional investors and the recommendations of the Cadbury Committee have all put pressure on companies to get independent members on to their boards.

Even companies like Amstrad, which long held out against the idea, have recently given up the fight. Morrison Supermarkets, the Bradford-based food retailer, now stands out as a rare example of a substantial company that refuses to let any non-executives into its boardroom.

Small and medium-sized companies are also warming to the theme. At the venture capital organisation, it is a list of possible non-executive directors and supplies about 100 a year. Partnerships such as solicitors, engineers and mutual insurance firms are also starting to hire non-executives.

During Pro Ned's lifetime, its role has changed from talking to doing. No longer is it mainly a proselytising body pushing a minority inter-

Lucy Kellaway on the privatisation of Pro Ned, the body that puts non-executive directors on the board

# The trouble with independence

est, but a reasonably efficient and reasonably prosperous employment agency for non-executives. Altogether it has found jobs for more than 600 directors.

The Bank of England, doubtless feeling it did not belong in the head-hunting business, has placed Pro Ned under new and more suitable ownership: a joint venture between Egon Zehnder, the executive search consultancy, and Pro Ned's own management.

"Our first objective of raising awareness has been fulfilled," says Bruce Rhodes, a director of Pro Ned. "But we still have a campaigning role, about how to make appointments, and to find a professional way of getting the right people on to boards."

While non-execs are on the way in, the title "non-executive" is on the way out. These days the protagonists, including Sir Adrian Cadbury himself, are making a point of calling them independent directors. Explains John Brill of headhunters Hanson Green: "Non-executive" has

the connotation of not doing very much."

Even though companies are hiring more non-executives, that does not mean they are making the best use of them. According to David Clutterbuck, author of *The Independent Board Director*, it is misleading to take any comfort from the fact that most companies have at least one non-executive. He argues that on most boards executives still outnumber non-execs, while the audit and remuneration committees often still have a strong executive presence.

He also complains that many non-executives do not know what to expect from the company when they join, whereas most companies are similarly in the dark about what to expect from their independent directors.

"Most people expect the non-execs to wait in like John Harvey Jones. But that is not their role," he says. Clutterbuck is considering establishing a club for 100 companies and individuals to share best practice

and discuss matters such as training of non-executives.

He argues that more careful selection of non-execs will solve some of the problems. Headhunters are only too happy to fill this role: recruiting non-execs is turning into a profitable little business for them. Ian Butcher of Whitehead Mann reckons that non-executive recruitment business has tripled in three years.

Not only has the number of non-executives increased - there are at least 8,000 in the UK - but the proportion of companies seeking outside help with recruitment has also increased. According to Pro Ned, a year ago two-thirds of listed companies used the old-boy network to fill vacancies. Now it estimates that the proportion has fallen to less than half. This year there will be about 2,000 non-executive appointments to companies of a decent size. That means a great deal of business for headhunters which charge between £15,000 and £30,000 for each appointment.

Yet for all the work it has done,



BANK

"YOU KNOW WHAT I MISS?  
MY NON EXECUTIVE DIRECTORSHIPS."

Pro Ned does not enter the private sector covered in glory. Many people who have failed to get on to its select list of 900 eligible candidates for non-executive positions argue that its criteria are too narrow - that many of the people on the list are too old and too obvious. Others who have managed to get on to the list but who years later have still not had a single sniff of a job are also restless.

The headhunters argue that Pro

Ned's way of selecting clients from a list is too passive (they put less emphasis on the fact it has also been some £10,000 cheaper). They argue that only by conducting a search can the perfect person be found.

Under the new ownership Pro Ned is likely to change, becoming more expensive as well as more active, going out to find business rather than responding to companies which have asked.

## Business school blueprint

Ian Hamilton Fazey examines Manchester's plans to go federal

Eighteen months on from the row over the future of its internationally-renowned business school, Manchester University is striving to reassert itself as a top-rank European centre of management education and research.

Its ambitions include a place in the world league which arguably includes institutions such as Harvard, Stanford and Northwestern of Illinois in the US, and Insead, London Business School, HEC, Warwick University and Cranfield in Europe.

Manchester's aim is to offer "cradle-to-grave" management education from undergraduate courses to post-doctoral research, including masters degrees (MBAs) and a range of shorter courses for experienced managers.

All this will be provided under the umbrella of the new Manchester Federal School of Business and Management, which comes into being this month and which will start operating formally in October.

The federation will comprise Manchester Business School, an entirely postgraduate institution, and three organisations which have all scored five out of five in the UK government's ratings of quality of research: the university's department of accountancy and finance, the school of management at University of Manchester Institute of Science and Technology (UMIST) and a small group of academics and postgraduates in a group called Prest - a programme of Policy Research in Engineering Science and Technology.

The federation will have about 200 teaching staff and 2,000 students, of whom between 35 and 40 per cent will be postgraduates or experienced managers on courses.

The three main institutions have

functioned independently until now but, according to Martin Harris, the university's vice-chancellor, were competing fiercely for both staff and students and in danger of tripling teaching posts.

Harris says the federation will encourage economy of scale and synergy, mainly through pooling teaching and research staff. Staff will operate between the institutions according to demand.

Students will be able to take various combinations of subjects and courses throughout the federal school, as well as combining them with other relevant courses, such as the engineering sciences, in the university. A points system for degrees, with students gaining marks incrementally as they complete the various constituent

modules of combinations of courses, is planned.

Harris believes the federation will get better financial treatment from the government's Universities' Funding Council than if Manchester's business and management functions had gone their own way. Part of the federation's planning is a project costing up to £11m to locate all the institutions near the present business school buildings.

The federation issue was at the heart of the row over the future of Manchester Business School. The staff were split over whether the school should go its own way as a practically-oriented, less "academic" body. Those favouring autonomy included the school's council of private-sector leaders, who resigned and asked the

government to intervene.

But the government stood back. Tom Cannon, the school's director, left his post shortly after, although he retains a visiting chair in corporate governance.

The school, now headed by the internally-promoted Tony Cockerell, has a new board of private-sector heavyweights, chaired by James Ross, chief executive of Cable & Wireless, who got his own MBA in Manchester. It includes Sir Terry Burns, permanent secretary to the Treasury, whose appointment made up for the loss of Sir Peter Middleton, one of his predecessors as head of the Treasury.

Manchester academics naturally hope that the federation marks a new dawn. "There has been no full-range international business

school in the UK until now," says Cary Cooper, an American psychologist who works at UMIST and is an authority on managerial stress. "Most schools concentrate on postgraduate and post-experience work. In terms of staff numbers, as well as the range of courses and disciplines covered, this will be pre-eminent." There are still plenty of sceptics, however, who wonder if it will work. The one missing factor is leadership. As most management teachers acknowledge when talking about organisations generally, many co-operative efforts fail because ideals, or mutual self-interest, are not enough without someone in charge to drive them through.

Cooper, who knows more than most about the psychology of leadership in management, agrees this is a weakness. The hope must be that it is not exposed. If it is, the old axiom, "those who can, do; those who can't, teach," would rarely have been better exemplified.

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## TECHNOLOGY

Wound healing is one area of medicine that the pharmaceutical industry has hardly touched. Although healthcare companies are producing an increasingly sophisticated range of protective dressings which enable the natural healing process to take place under good clean conditions, there are few drugs designed actively to heal wounds.

The position will be very different 10 years from now, if current research comes up to expectation. Scientists are developing healing combinations of "growth factors" - natural proteins that regulate cell growth - and creating new skin by "tissue engineering" to cover wounds.

The two main types of wound present quite different medical problems.

Chronic wounds are caused by inadequate blood flow in people whose overall health is generally poor. Examples are diabetic ulcers and pressure sores in long-stay hospital patients. These may be prevented, to some extent, by avoiding sustained pressure in any one place, but once formed they are extremely hard to cure.

Acute wounds are caused by sudden trauma - for example, accident or surgery - in otherwise healthy people. The challenge here is not to get them to heal but to improve the quality of healing by reducing the amount of permanent scarring. Scar tissue not only looks ugly; it can also cause medical problems, especially in children, because it is much less flexible than normal skin.

The outlook for improved treatment seems to be brighter for acute than for chronic wounds. "We may understand within five years how to achieve our ultimate goal - scar-free healing," says Greg Schultz, a scientist at the University of Florida Wound Research Institute in the US.

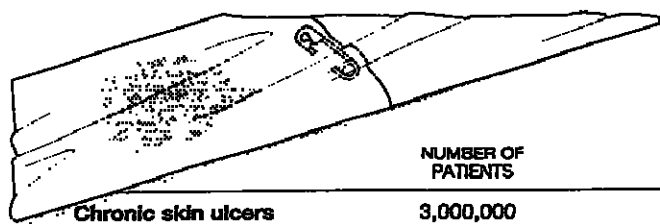
The starting point for research in several laboratories is the observation that an embryo or foetus heals without any scarring. "The challenge is to understand the biochemical differences between adult and foetal healing, and then recreate foetal conditions in the adult wound," Schultz says.

Some molecules - notably transforming growth factors beta-1 and beta-2 - are present in far larger quantities in the adult than in the foetus. Mark Ferguson, a biology professor at Manchester University in the UK, has developed a technique to "neutralise these growth factors so as to restore the balance to that present in the embryo".

The Manchester team has achieved scar-free healing in laboratory rats by blocking TGF-1 and TGF-2 and plans to start human trials later this year with patients

Clive Cookson looks at the growing market for wound healing treatments, in a series on drug discoveries

# Right time for dressing up



Potential US market for new healing products

	NUMBER OF PATIENTS	PERCENTAGE TREATED	MARKET (\$m per year)
Chronic skin ulcers	3,000,000	10%	1,500
Acute wounds			
Surgical	20,000,000	5%	1,000
Severe burns	100,000	50%	50
Skin grafts	100,000	50%	50
Cosmetic	500,000	80%	400
<b>Total</b>	<b>23,700,000</b>		<b>3,000</b>

Source: Genetic Technology News

undergoing minor surgery. Mannose-6-phosphate, a sugar that inhibits growth factors, will be used first, followed by neutralising antibodies.

Ferguson believes the healing process has evolved to close wounds as quickly as possible under dirty conditions - and scarring is the natural consequence. "For our ancestors, it was better to be scarred than dead from septicemia (blood poisoning)," he says. "With contemporary hygiene and care, the growth factors are in overdrive and they can be reduced to eliminate scarring without adversely affecting healing."

The greatest success of scar prevention so far is in patients undergoing eye surgery - for whom the amount of scar tissue can make the difference between blindness and sight. Specialists at the University of Florida and Moorfields Eye Hospital, London, have found that a single touch of 5-fluorouracil, an anti-cancer drug that inhibits cell proliferation, greatly reduces scarring after surgery for glaucoma (excessive pressure inside the eye).

Another drug with potential for reducing scarring in the eye after

surgery and chemical burns is Galardin, an enzyme inhibitor. It is in clinical trials with Glycomed, a Californian biotechnology company.

Attempts to speed up the healing of chronic wounds, which plague an estimated 3m Americans and a similar number of Europeans, have been less successful. Several growth factors are undergoing clinical trials but results so far are generally disappointing.

"One problem is that growth factors work together in combination," Ferguson says. "It may be that we need to add more than one growth factor at a time."

Curative Technologies, a biotechnology company in East Sussex, New York, is attempting to get round that problem by extracting a combination of growth factors from blood platelets. Its first product, Procuren, is derived from the patient's own blood at the company's chain of 50 wound care centres; the platelets are isolated by centrifuging a pint of blood and then treated with an enzyme, thrombin, to stimulate the release of growth factors.

Curative has gone on to organise clinical trials of a similar product, CT102 - growth factors extracted from pooled blood donations rather

than each individual patient. Early results showed that the therapy healed 80 per cent of diabetic foot ulcers, while 29 per cent healed with a placebo dressing.

Acknowledging today's cost-conscious environment, Curative commissioned a study by Arthur D Little, which showed that CT102 reduced the total cost of treatment per patient by \$13,500 (£9,000). Wounds are a significant burden on the world's healthcare systems, costing several billion dollars a year to treat. In the UK alone, pressure sores and leg ulcers cost the National Health Service an estimated £500m a year.

However, even a combination of growth factors may have trouble curing a deep ulcer, because non-healing wounds contain high levels of enzymes (proteases) which break down the growth factors before they can do their work. Schultz says chronic wounds may contain 500 times more protease than healing wounds.

Instead of applying drugs such as growth factors to the wound, an alternative approach is to cover it with living cells which then make their own healing chemicals in the correct balance on the spot. Howard Green of Harvard Medical School

discovered in the 1970s how to grow human skin cells in culture. His technique has been developed by several tissue engineering companies in the US, including Advanced Tissue Sciences, BioSurface Technologies and Marrow-Tech.

They use a variety of cell sources, including cadavers and the foreskins of newborn babies who have just been circumcised, to produce sheets of artificial skin. These are available as an immediate cover for large acute wounds and burns. But they are eventually rejected as foreign material by the patient's immune system.

The ideal wound dressing would be a sheet of skin grown from the patient's own cells - a process that unfortunately takes a couple of weeks. To speed things up, Smith & Nephew, the UK healthcare company, is developing a "living bandage" as a compromise between skin grafting and more conventional dressings. It consists of a synthetic polymer film seeded with the patient's skin cells. Within three days these have spread sufficiently for the living bandage to be applied to the wound, where the skin cells grow down into the underlying tissues. Eventually, when the regrown skin firmly covers the wound, the polymer film falls away.

Alan Suggett, Smith & Nephew's R&D director, says the living bandage is giving encouraging results in preliminary trials on burns patients but he is cautious about the timing of its commercial release.

Meanwhile Smith & Nephew and other manufacturers of wound dressings are introducing new polymers to improve the performance of their more traditional products. For example, Wiltshire Medical Products, based in Dallas, Texas, recently introduced HydroDerm dressings, made from a transparent polyurethane film; they transmit moisture at a variable rate so as to keep the wound moist without allowing fluid to build up.

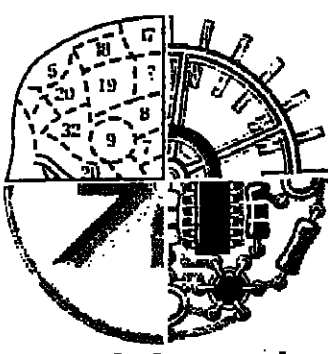
The wound care market is currently worth about \$2bn a year worldwide. That could double if healing pharmaceuticals make a significant contribution over the next decade. And millions of patients who now suffer permanent scarring or chronic ulcers would be immeasurably happier.

The series will continue next month with an article on prostate problems.

Articles over the last six months have looked at pharmaceutical advances in the following areas:

Obesity ..... 23 December  
Contraceptives ..... 12 November  
Anaesthetics ..... 15 October  
Diabetes ..... 17 September  
Epilepsy ..... 27 August  
Arthritis ..... 27 July

Worth Watching - Della Bradshaw



## Colour hologram to halt CD pirates

Music and software held on cassettes and floppy discs have long been pirated, costing the entertainment industries millions of pounds in lost revenues. Now counterfeiters are beginning to copy compact discs, containing music, software and computer games.

Compact disc manufacturer Discronics, of West Sussex, has developed a way of printing colour holograms on to CDs so that a genuine product can easily be recognised from a fake. The hologram is printed on the master copy of the disc - for a cost of between £800 and £2,200 - and then replicated.

The hologram can be a sliver of a pattern on the disc or a multi-coloured pattern which covers the whole surface - an idea Discronics believes could prove popular with computer games companies. Discronics: UK, 0403 732302.

## Whiskers transform plant cells

Zeneca, the UK bioscience company, has found an astonishingly simple way of inserting new genes into plants, writes Clive Cookson. It uses microscopic needle-shaped crystals of silicon carbide, known as whiskers, to punch holes into plant cells through which foreign DNA can enter.

The researcher just shakes a test tube full of water, whiskers, DNA and cells for a few seconds with an ordinary laboratory mixer. Silicon carbide is an extremely hard industrial chemical and its crystals are widely available.

The patented Zeneca method is far faster and cheaper than the techniques used elsewhere for genetic engineering of plants. The company says it has already used whiskers to add new genes

to maize - a crop that is very difficult to transform with other techniques - and intends to apply the method to many other plants. Zeneca Seeds: UK, 0435 655048.

## Danish banks put a stop to abuse

Danish banks have introduced a digital signature security system which will cover all the country's banks by the end of this year, writes Hilary Barnes. Called Telesec, it is designed to prevent the abuse of office banking systems in which money is transferred electronically, by ensuring that senders and receivers are always identified. The software-based system was developed by Cryptomatic, a small company owned by research staff from Aarhus University. Telesec uses advanced cryptographic solutions, based on mathematics. Cryptomatic: Denmark, 66202000.

## Testing the purity of fruit juice

A technique developed at the University of Nantes, in France, to certify the authenticity of French wine, is now being used to determine whether fruit juices are as pure as their labels assert.

The NMR technique (nuclear magnetic resonance) by which nuclear magnetic resonance determines whether sugars in the juice come from fruit or sources such as sugar beet or cane.

Eurofin, the Nantes-based company which carries out the process, ferments the sugar into alcohol. Magnetic resonance is then used to determine the overall ratio of hydrogen and deuterium, the heavy hydrogen isotope, in the alcohol. The ratio varies according to the type of sugar.

The process also identifies where the carbon atoms in the alcohol are sited, a further indicator of the purity of the orange, apple, grapefruit or pineapple juice. Eurofin: France, 40 59 45 71; UK, 0981 251602.

## Correction

In the article on January 14 headed "Japanese elevator girls bow out", the sterling equivalent of the ¥10m cost of the lift information system was given wrongly as £595,200 instead of £59,520.

## Telefónica de España, S. A. 1993 Interim Dividend

The Board of Directors of Telefónica de España, S. A. at its meeting held on December 22nd, 1993, adopted the following resolutions:

To distribute an interim dividend for the fiscal year 1993 to Telefónica shares that will be the following amount for each of the shares indicated below:

ISIN Code	Number of Shares	Gross amount (pesetas per share)	Net amount (pesetas per share)
ES0178430015	1 to 927,496,319	25.00	18.75

It was also agreed that the payment of this dividend will be carried out on February 17th, 1994.

Once this payment has been made, the 939,470,820 shares issued by Telefónica de España, S. A. will carry full rights and be entitled to the same dividend payments from the next dividend payment onwards.

Madrid, January 17th 1994  
THE BOARD OF DIRECTORS



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## Insurance moves

Ron Forrest has been appointed chief executive of BAIN CLARKSON, the international insurance broker which is part of the Inchcape Group. Forrest, 51, has worked with Alexander & Alexander and its predecessor companies since 1957 and was most recently chairman and ceo of Alexander & Alexander Inc, the group's US broking subsidiary. At Bain Clarkson he replaces Simon Arnold. Arnold, who previously combined the roles of chairman and chief executive, will continue as chairman.

Ted Codling, formerly a branch director of TSB Group, has been appointed a director of four companies in The LONGFORD GROUP.

Nicholas Bacon and Alexander MacKenzie Smith have been appointed directors of BOWRING Worldwide Insurance Brokers. Sheridan Edwards a director of Bowring Aviation; Mark Cubitt, Philip Lundberg, Peregrine Muncaster and Tom Smith directors of the marine and energy division of Bowring Marine; and James Summers a director of its marine reinsurance division.

Frank White, president and ceo of Willis Corroon Americas, is appointed chairman of Willis Corroon Americas and to the board of WILLIS CORROON GROUP. Jake Wallace has retired as a director and becomes vice-chairman of Willis Corroon Corporation.

Alex Mackay, md of managing agencies, and Ian Martin have been appointed to the board of The BROCKBANK Group.

Mike Ball and Nick White have been appointed directors of H CLARKSON.

Colin Peters has been appointed secretary of LIVERPOOL VICTORIA FRIENDLY SOCIETY. John Lambeth remains chief executive, the two roles having been split.

Richard Turling has been appointed company secretary of TRADE INDEMNITY GROUP on the resignation of Graham Kent.

Kornelis Van der Ploeg has been appointed md of WINTERTHUR INSURANCE COMPANY (UK) and head of the international division of which the UK is a part.

Jeremy Clews has been appointed a director of SBJ Stephenson, part of STEEL BURLING JONES GROUP.

## Wimpey replaces finance director

Roger Wood has resigned as finance director of Wimpey, the large UK housebuilder and construction group, less than three years after joining the company.

Wimpey says Wood, finance director at Burmah Oil between 1986 and 1990, is leaving to pursue other business interests.

However, relations between Wimpey and Wood have been strained and a parting had been expected by the City. The company is understood to have felt that the former oil industry executive had not made an easy transition to housebuilding and construction.

Under the terms of his contract Wood is expected to receive a severance payment of more than £200,000. He is the latest in a series of board changes as chief executive Joe Dwyer has moved to strengthen the company's management, although it was Dwyer who appointed him in April 1991.

Other directors to have left



the group since 1991 include Bob Seller, managing director, Peter Whitehouse, who headed the group's US operations and Nelson Oliver who ran the housing division.

Wood is to be replaced by Richard Saville (above), who has been the company's corporate development director since 1991. Saville was previously director responsible for oil industry research with Morgan Grenfell Securities. He joined Wimpey in 1988 as cor-

porate finance executive working closely with the former finance director Michael Dowdy, since retired. He was closely involved in the group's disposal programme which has raised more than £300m and substantially improved the group's finances.

Saville, 45, will be expected to play a prominent role in Wimpey's plans to expand the group as the housebuilding and construction markets recover.

John Marshall, previously md, is to become chief executive of John Mowlem when Sir Philip Beck retires as executive chairman in August. Sir Philip will remain as part-time chairman.

Countryside Properties is splitting the roles of chairman and managing director. Previously both roles were filled by the company's founder, Alan Cherry, who will remain executive chairman of the group. Graham Cherry and Richard Cherry have been appointed joint managing directors.



Ladbroke yesterday ended nearly two months of uncertainty by announcing that Tommaso Zanzotto (above) is to become chief executive of its Hilton International hotels subsidiary.

At the beginning of December the group said it was having discussions with Michael Hirst, the head of Hilton, about his future. Hirst is a highly-respected hotelier and news that he would probably be leaving Hilton contributed to a fall in the Ladbroke share price last month.

The group is thought to have decided that a new head of Hilton International could make more of one of the world's best-known brand names.

Zanzotto, 52, was previously international president of American Express Travel Related Services, based in New York. He has worked for Amer-

ican Express in Italy and Mexico and as president of its Europe, Middle East and Africa division his move to the US.

Zanzotto, who was born in Italy, was a founding member of the World Travel and Tourism Council.

Ladbroke says Hirst has decided it was an appropriate time for him to leave the company, although he will assist his successor until the beginning of May.

Philip Coates, Stan Frith, Martin Gatto, David Jury and John Ridgwell, all directors of Gateway Foodmarkets, have been appointed to the board of GATEWAY GROUP.

Grocery chain Asda is promoting Allan Leighton from marketing to retail director from the end of the month.

The post had been unoccupied for some months after long-term illness forced Peter Monaghan, the previous incumbent, to take extended leave last year, and finally to resign at the end of the year.

Leighton, 40, was brought in by Asda chief executive Archie Norman in March 1992, after a long career with food group Mars, where he was latterly sales director of Pedigree Petfoods.

board, Leighton (below) has led the first phase of the group's recovery programme, repositioning the group as a more price-led retailer catering for the "weekly shopping needs of ordinary working families". He repositioned Asda's own label and also re-introduced the "Asda Price" advertising campaign.

Now he will take over the latest phase of the recovery programme - accelerating the rate of store change and the "renewal" programme of store refits. He retains his responsibility for the Dales chain of discount supermarkets which Asda has launched.

"The retail director's position is one that has become increasingly important," says Asda. "Moving Allan across is putting our strongest man in the biggest job."



## Non-executive directors

Robert Corroon, a non-executive director of WILLIS CORROON GROUP, died on January 17 at the age of 71.

Lord Remnant, chairman of NPI and a director of Bank of Scotland, at LONDON MERCHANT SECURITIES.

James Rawson, chairman and md of Epwin Group, at JAMES WILKES; Philip Ling has resigned.

Hugh Langhland as temporary chairman at LOW & BONAR; Ian Macpherson has resigned because of continuing ill-health.

Gilbert Massac, former deputy chairman and ceo of Compagnie General Maritime, at LONDON & OVERSEAS FREIGHTERS.

Lee Han Hian, a director of Kuala Lumpur Kepong Investments, at YULE CATTO.

David Hunter, recently retired chairman of Henry Cooke Group, at PATTERSON ZOCHONIS.

Jeremy Paulson-Ellis, chairman of Genesis Investment Management, Herbert Scheel, senior vice-president Hammer Reinsurance, and Dean Day Thanh, president of Vietnam Chamber of Commerce and Industry, at THE VIETNAM FUND.

Terence Harrison, chief executive of Rolls-Royce, at VOSPER THORNCROFT; John Wells has resigned.

David Brooke, deputy chairman of JO Hambro & Partners and chairman of NASD's international markets advisory board; Charles Johnson, president and director of Franklin Resources Inc and a former chairman of NASD; and Jack Shaw, a deputy governor of the Bank of Scotland, at TEMPLETON INVESTMENT MANAGEMENT.

Robin Broadley and Ian Ball have resigned from FERRANTI INTERNATIONAL.

Roy Sumner, a director of Scottish & Newcastle, at THE EDINBURGH INVESTMENT TRUST; William Cochrane has resigned.

David Gibbard, operations director at Swale, at THE PRINCIPALITY BUILDING SOCIETY.

Robin Launders has resigned from REG VARDY.

Brian Slade has resigned from SERCO GROUP.



## Theatre/Malcolm Rutherford

## Fascism reigns in 'Unfinished Business'

None can accuse the Royal Shakespeare Company of not being broad-minded. The extraordinary new play at the Pit is overtly sympathetic to fascism, or at least to fascists.

Nor are the characters poor Italians taken for a ride by Mussolini without knowing any better. They are English fascists, living in a stately home, and their heroes are not *Il Duce* but the real thing: if not quite Hitler, certainly Goering.

Michael Hastings's *Unfinished Business* is not about appeasement and the Cleveland set, whose motives might have been more understandable. It is 1940; the war has started and these are German supporters, not appeasers. Lord Sheffield and family stand in their stately grounds to cheer the *Lafayette* over England.

The Bishop of Devon has arrived with his boxes full of hand grenades and a sub-machine gun to help the German forces that are confident are about to arrive. Lady Sheffield says firmly before dinner: "Whatever happens, you can rest assured that villains like Churchill and Beaverbrook will hang from Whitehall." The aim is to establish two empires, one German, one British, to stand up to communism and semitism and preserve the Saxon race.

Moreover, the Sheffield, so far as the family survives, remain unrepentant. For apart from 1940, *Unfinished Business* is also set in the present day. The new Lord Sheffield, a tennis-playing schoolboy when the play began, is now impoverished in an old people's home which happens to be the original stately mansion. "I lost the war," he says, but "I am a fascist. I haven't gone away."

All this is presented without the slightest detectable touch of satire or overt criticism. The Sheffield family is played with sympathy, even dignity, with the old Lord Sheffield defending "the Englishman's right to be ridiculous in his own country". Nobody laughs.

When one recovers from the mild surprise of seeing a piece like this at the RSC, or indeed anywhere, what is *Unfinished Business* like as a play? It is certainly interesting. There are some elements of a plot, sometimes several. There is a butler

Douglas (Jasper Britton) whom Lord Sheffield claims to believe is working for British intelligence. The suspicion drives the butler mad, but when he produces a gun to threaten the entire Sheffield household, it is the butler who is shot. Lord Sheffield hangs himself, abetted by his son, who inherits the title.

The young Lord Sheffield dismisses the maid with whom we have seen him romping in the attic. She is pregnant with his child. Such sudden dastardly at least facilitates the move to the present day. In the old people's home, Sheffield's nurse is the maid's daughter and the mother turns up to visit. The last 20 minutes or so struck me as almost intolerably sentimental as the old man seeks a reconciliation, though

*Michael Hastings can certainly write, even if he has produced a strange play*

there is a final twist when one of the old hand grenades is discovered and there is the possibility of a mutual suicide pact.

Some of the performances are excellent. Philip Voss is always admirable. As the old Lord Sheffield, he has a streak of bullying snobbery, but also fierce pride and independence. When the butler pulls out the gun, the senior Sheffield is the single member of the family to stand up to him.

The only really unpleasant figure in the play is the stammering Bishop played by Ian Taylor. That seems a bit unfair, since they are nearly all in it together, but Taylor can certainly drive. Gemma Jones is an impressive looking Lady Sheffield, yet has very little to do. The part of the new Lord Sheffield is split between Toby Stephens playing the 17-year-old and Geoffrey Bayldon as the septuagenarian. The part that stands out above all is Britton's butler. All butlers, he says, tread a narrow path between sanity and madness and in one scene he treads it perfectly. The same scene shows that Hastings can certainly write, even if he has produced a strange play. Direction is by Steven Pimlott.

In repertory at The Pit (071) 638 8891.

## Concert/Richard Fairman

## Purcell's 'Dioclesian': a rarity revived

Only 12 months to go until the long-awaited bicentenary of Henry Purcell's death. The preliminary fanfare which started to be heard as early as two years ago is now in a crescendo, as early music groups line up to go into the recording studios so that their new Purcell records will be ready for next year.

The latest rarity to be revived is *Dioclesian*, a semi-opera composed in 1690, originally blending play and music. In the light of current political events its attitudes

*Trevor Pinnock kept strictly to the music, probably the best way to produce these semi-operas today*

look most unfashionable. No opportunity is missed to praise the ruling monarch, to "sound his renown", to "embalm his name". Nor is much time spent debating moral propriety. In the celebratory masque at the end Bacchus and Cupid are the two immortal guests, promising "days and nights spent in delights".

The plays which were intended to go with Purcell's semi-operas do not as a rule add much to our understanding of the music. Roger Norrington recently performed *The Fairy Queen* complete with the re-hashed version of *A Midsummer Night's Dream* for which it was intended, but that is a special case. The Shakespeare, even mutilated, retains its strength. When the

other plays have been unearthed, they have merely made the evenings very long indeed.

For their concert performance of *Dioclesian* at St John's, Smith Square, Trevor Pinnock and The English Concert kept strictly to the music. No play, no acting to talk of, no sets. (In Purcell's day the lavish transformation scenes brought vistas of palaces and gardens descending from the ceiling.) For present-day audiences this is probably the best way, though it would be fascinating just once to lash out on a comparable staging for the commemorative year.

Even if he did have to share the time-light with the dramatist, there is no sign that Purcell gave the music anything less than his fullest attention. Odd corners of the score are enlivened by a pride in detail. The picturesque moments, including the Butterfly Dance, the Chair Dance, and the Canaries, are drawn with skill and delight. With their recording imminent, Pinnock and his players were rehearsed to top form, as was the exemplary Choir of the English Concert.

Nancy Argenta and Ann Monoyios were the two soprano Wood-Gods, the latter the more delicate, neatly turning her ornaments. Stephen Gadd makes an impressive, firm Purcell bass, but was po-faced as the shepherd who sweeps his shepherdess off her feet in the space of four stanzas. Some of the other solo singing was on the dull side in music as fresh and alive as if it was written yesterday - no doubt why the programme gave Purcell's dates as 1658-95.

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The cast hulk across the stage on oil drums, gasping furiously

## Stomp appeal

Post-punk, pre-grunge, Sophie Constanti enjoys this troupe's industrial style

Stomp is a troupe of DIY music makers: a sound and motion relay team of six men and two women, all of whom have the tough, dusty, white-knuckled appearance of building site labourers. As they wander onstage - coughing, sniffling and shuffling - you almost expect them to start passing bricks and planks to one another or to call for a tea break. But in the workmanlike fashion which, it soon transpires, is an essential part of Stomp's heavy handed, unadorned, industrial style (and a major element of their appeal), they set about manipulating dustbins, brooms, rubber pipes, buckets, newspapers and each other to create walls of sound which rise and cascade to often thrilling effect.

Post-punk, pre-grunge and hellbent on discovering rhythmic possibilities in the most simple, everyday actions and objects, Stomp's performers treat the stage as workshop floor. Here they not only practice their trade, but engage in the petty rivalries of the workplace - frustration, one-upmanship and glie made visible by body language, facial expression or a single aural response delivered with an acute sense of comic timing.

When the foreman, a cherubic, too clever by half wideboy character, is not keeping an eye on his colleagues or leading them in a militant tap dance, he is challenging the audience with a repeat-after-me series of clapping rhythms, making participation seem like an activity charged with fun rather than embarrassment. Other members of the cast devote most of their energy to the total physical theatre of noise-making: they use knotted rags to thrash at the shallow pools of water on top of an arrangement of oil drums; stomp

in tea chests, they hulk across the stage, gasping furiously with each burst of effort; harnessed to the facade of the show's junk-laden scaffolding tower, they swing from side to side, beating a selection of items to mimic the delicate chiming and hypnotic spectacle of figures on a huge, decorative, outdoor clock.

The muscular strain involved is uncelebrated, even celebrated; a brute strength which colours and defines Stomp's brand of disciplined, humorous yobbery but is frequently interrupted by more subtle assertions of power, authority and wilful non-co-operation. A thumbs-up, a look of disdain, refusing to play the game or imitating one's own amusement and excluding everyone else - these are the quiet, personalised moments of a show which relies heavily on team effort.

Anyone who derives pleasure from rummaging through skips full of useless junk, or is convinced that every scrap of rusting metal and piece of splintered wood is potentially recyclable will love Stomp. So will anyone who has tried to find light entertainment in the most mundane of household chores. After watching Stomp in their Socialist Worker meets Fred Astaire opener - all swishing brooms and dancing feet exhaled in blunderstone boots - or in their washing the dishes routine in which four men, each wearing a kitchen sink unit in the way that a cinema usherette wears her box of ice creams, plunge their rubber-gloved hands into soapy water for a droll, anarchic, scrub and rinse ballet, you might even start to believe that the task of removing stains on the carpet can be turned into a domestic artform.

At Sadler's Wells until February 5

## Distant echoes of long lost civilisations

Susan Moore admires the Ortiz antiquities currently on show at the Royal Academy

In an age in which every businessman who makes the odd foray into Bond Street or Park Avenue acquires the sobriquet "collector", it is heartening to discover the collection of George Ortiz.

The works of art on show at the Royal Academy in London - their first public airing in the West - represent the cream of a collection that has been singlemindedly amassed and honed over 44 years. Ortiz belongs to that all but extinct breed of passionate, self-taught connoisseur-collectors fortunate to have the means - his grandfather was Bolivian "Tin King" Simon Patiño - to pursue his passion and the eye to utilise it. To say that he has formed the world's finest antiquities collection in private hands is almost to miss the point. Each piece speaks for itself.

You do not have to know anything about ancient civilisations to respond to objects such as the commanding copper bust of the 12th Dynasty Pharaoh Amenemhat III, the handful of tiny Babylonian haematite shell and frog weights or the elegant curves of an Anatolian Bronze Age stag. George Ortiz's response to art has always been instinctive and emotional. He learnt by looking, by feeling, and then comparing.

For the unveiling of his collection of 282 exhibits from some 27 different cultures, Ortiz has assumed the role of a team of curators and technicians. He has not only selected and catalogued the exhibits, previously confined to his home in Geneva, but supervised their packing and display down to the design and exact dimension of each showcase. Rusty Culp and his assistant have been flown in from the US to light the show; some £35,000 of new equipment has been donated to the RA. From first glimpse, it is apparent that this is no typical museum exhibition.

A number of exhibits are left free-standing, unencumbered by the barrier of glass. Although ordered by chronology and region, the display favours juxtapositions determined more by aesthetics than by any archaeological purism. A lively bronze bowman from 7th century BC Crete stands before a much earlier, probably Athenian *krauter* painted with a centaur of startlingly similar angular features. The comparison adds to our appreciation of both.

Elsewhere two Nuragic warriors from 9th-7th century BC Sardinia find themselves locked in an accidental embrace, joined by a root that chose to grow through them. In a museum the root would have been removed and the figures separated. Most strikingly, each item is

shown to its best advantage and given the requisite space to speak with its own voice. These are luxuries that overcrowded and underfunded museums cannot afford.

In return for lending 380 pieces from his collection - this exhibition in effect - to the Hermitage and Pushkin museums, Ortiz was allowed the privilege - and every museum curator's dream - of travelling museums across the USSR to mount his own loan exhibition of ancient art from Eurasia. The show was staged in Zürich and Kyoto last year. Unlike many museum curators, he is also free to acquire antiquities that come without a provenance.

Greek art forms the bulk of the Ortiz collection, ranging from the Neolithic to the Byzantine and from the Greek mainland to Sicily and beyond. Not to be missed is the infinitely subtle marble torso that so assuredly marks the transition from the stylised severity of the Archaic style to the naturalism of the classical period. Or the glorious group of partially

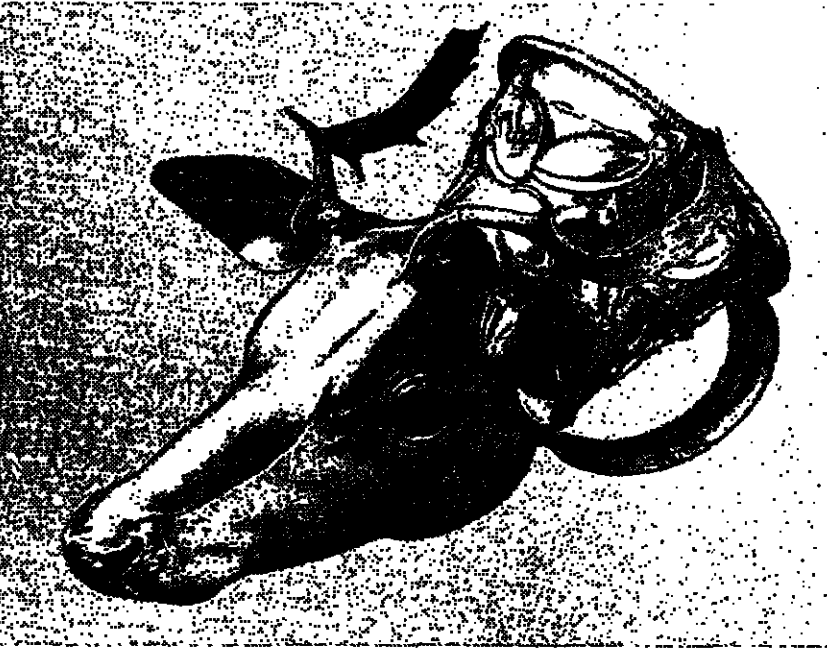
*George Ortiz belongs to that all but extinct breed of self-taught connoisseur-collectors fortunate enough to have the means to pursue his passion*

gilt silver rhytons or drinking vessels that take the form of stag and doe's heads and the twin-faced Janus.

But no less remarkable are the far less familiar survivors of more distant civilisations. There is the monumental alabaster Sumerian bull-man from 3rd millennium BC Umma, the spirited patinated bronze chariot fittings in the guise of wild asses from Early Zhou dynasty China, the imposing Gandhara head from present-day Pakistan believed to represent the Prince Siddhartha, the first Buddha. The spiraling gold armlet from Bronze Age France is pure sculpture.

It is the smaller pieces and figurines that more often beguile us with their purity of form, line and expression. The best exude a vibrant human spirit that breezes effortlessly across continents and millennia.

Art of the Ancient World continues at the Royal Academy of Arts, London W1, until April 6.



An early 4th century BC silver and gilt 'rhyton', or drinking vessel, in the shape of a stag's head, probably from the Black Sea region

## INTERNATIONAL ARTS GUIDE

## Spanish arts festival

As part of the Spanish Arts Festival in London over the next three months, there will be major exhibitions devoted to Picasso, Goya and Dalí.

The Tate Gallery is first off the mark with an exploration of the relationship between Picasso's sculpture and painting (Feb 16-May 8). For most of his career, Picasso made sure that his sculpture remained almost a secret. Then, in a revelatory show in Paris in the mid-1930s, the full extent of his sculptural achievement was displayed. It proved that his three-dimensional work was just as revolutionary as his painting.

The Tate's show will include 200 sculptures, paintings, drawings and ceramics. The sculptures, ranging from Cubist constructions to welded iron pieces and late, painted sheet-metal works, will at last be given their rightful place at the centre of his output.

The Hayward Gallery's Salvador

Dali exhibition (March 3-May 30) is devoted to the early years, conveniently ignoring the deterioration in his later work. This will be the first exhibition to show how the Dali phenomenon came about. It follows the prodigiously gifted young artist from his childhood in northern Catalonia to the rebellious student years in Madrid, his expulsion from the Madrid Academy in 1926 and his first exhibition in Paris in 1929. It culminates with the works he created at the end of the 1920s, which opened a new phase of surrealist art.

The Goya show at the Royal Academy (March 17-June 12) is entitled *Truth and Fantasy*, and arrives in London from the Prado in Madrid. It focuses on 100 of Goya's small-scale paintings, starting with early oil studies for the Spanish Royal Tapestry Factory. Shipwrecks, brigands, bull-fights and witchcraft fill the later pictures with astonishing vitality, and the final miniatures on ivory prove that Goya retained his fertility to the end.

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Ends March 6. Daily.

**VAN GOGH MUSEUM** Georges de Feure and Félix Bracquemond: retrospective of the Dutch Symbolist painter and the late 19th century French printmaker. Ends Feb 13. Daily.

**BERLIN** Schloss Charlottenburg The First Europeans: artefacts of archaeological, scientific and artistic interest, painting a picture of early European civilisation. Ends Feb 18. Daily.

**BREMEN** Neues Museum Weserburg Richard Long (b1945): 13 large installations by the British artist, mainly from private German collections. Ends Feb 13. Closed Mon.

**CHICAGO** Art Institute Violent Passions - Edward Munch and Alban Berg: 20 lithographs, etchings and woodcuts by Munch. They include works from the portfolio *Alpha and Omega*, featuring images that echo the libretto of Berg's *Wozzeck*, currently being performed at the Lyric Opera. Ends May 1. Daily.

**COLOGNE** Wallraf-Richartz-Museum Stefan Lochner: 100 works by the 15th century Cologne master and his circle. Ends Feb 27. Closed Mon.

**GLASGOW** McLellan Galleries The Bigger Picture: a celebration of 400 years of Scottish painting. Ends April 4. Daily.

**Burrell Collection** Degas in Bronze: the complete set of 73 sculptures, including *The Little Fourteen-year-old Dancer*, plus paintings and pastels from the Burrell's own fine collection. Ends

March 13. Daily.

**GOTTINGEN** Städtisches Museum African Sculpture: 70 figures and masks dating from the turn of the century, on loan from the ethnographic collection of Göttingen University. Ends Feb 27. Closed Mon.

**HAMBURG** Museum für Kunst und Gewerbe Poster Art: 300 examples from Toulouse-Lautrec to the present day. Ends March 20. Closed Mon.

**LONDON** Royal Academy of Arts Art of the Ancient World: 300 masterpieces from the George Ortiz collection, considered one of the finest collections of antiquities in private hands today. It includes Sumerian carvings from the third millennium BC, an exceptional alabaster carving of a bull-man from Umma, sculptures from the court of the Egyptian Pharaoh Amenemhat III, neolithic fertility goddesses from Minocan Greece, and a spectacular life-size head of prince Siddhartha from the second century AD, showing that Greek influence extended as far as the Indus Valley. Ends April 6. The Unknown Modigliani: 400 drawings created between 1908 and 1914, and collected by Paul Alexandre, the artist's doctor, patron and friend during his early years in Paris. Ends April 4. Daily.

**NATIONAL PORTRAIT GALLERY** Holbein and the Court of Henry VIII: 28 portraits and five miniatures from the royal collection at Windsor. Ends April 17. Daily.

**MADRID** Fundación Juan March Goya: the first opportunity in Spain to

see the entire, magnificent range of the artist's graphic output - 288 prints in all - ranging from the celebrated sets of the *Caprichos*, *Desastres de la guerra* and *Proverbios*, to the prints after Velazquez and the late Bulls of Bordeaux lithographs. Ends March 20. Daily.

**PRADO** Goya: cabinet pictures, sketches and miniatures. Ends Feb 15.

**CENTRO DE ARTE REINA SOFIA** Bruce Nauman: 60 works from all periods in the American conceptual artist's career. Ends Feb 14. Agnes Martin. Ends Feb 21. Closed Tues.

**MARTIGNY** Fondation Pierre Gianadda Marie Laurencin: paintings and drawings from the Laurencin museum in Japan, showing the dreamy elegant creatures beloved by the artist. Ends March 6. Daily.

**NEW YORK** Metropolitan Museum of Art Lucian Freud: 80 paintings, drawings and etchings celebrating the recent achievements of Britain's greatest living realist painter. Ends March 13. Degas Landscapes: more than 60 unfamiliar pastels and oil paintings. Ends April 3. 16th Century Italian Renaissance Drawings in New York Collections: little-known works by Raphael, Michelangelo and Titian. Ends March 27. Closed Mon.

**NUREMBERG** Germanisches Nationalmuseum Graphic Art from Communist East Germany: 78 drawings and sketches by 70 artists, from the collection built up by Wolfgang Schreiner during his travels in East Germany in the 1970s and 1980s. Ends March 20. Closed Mon.

**PARIS** Musée d'Orsay Les Nabis. Ends Feb 13. Closed Mon, late opening Thurs.

**Musée d'Art Moderne de la Ville de Paris** Around a Masterwork of Matisse: three monumental versions of the *Dance* are shown side by side for the first time, together with preparatory sketches and photographs. Ends March 6. Closed Mon (11 ave du Président Wilson).

**Musée du Luxembourg** The Glorification of Saints in the Limousin Region: 100 examples of religious art from the Middle Ages to the 20th century, including enamelware, goldsmiths' work, manuscripts and wood carvings. Ends March 9. Closed Mon (19 rue de Valenciennes, on edge of Luxembourg gardens).

**Versailles** Versailles and the 17th to 19th centuries. Ends Feb 27. Closed Mon.

**Louvre** The newly-opened Richelieu wing, with its three covered courtyards, completes the major part of a project to transform the former royal palace into the Grand Louvre. It offers a dazzling setting for the collections of Islamic art, medieval art (including the Treasury of the Abbey of Saint-Denis), Rembrandts and Rubenses, and French paintings from the 15th to 17th centuries. Closed Tues.

**ROTTERDAM** Museum Boijmans-van Beuningen Italian Paintings 1300-1500: 26 paintings by early Italian artists from Bologna, Florence, Siena and other towns in northern and central Italy, complemented by a wide selection of prints and drawings.

Ends Feb 27. New Glass in Japan: 100 recent works by 23 artists, illustrating what distinguishes Japanese art glass from its European and American counterparts. Ends March 27. Rene Block Collection: works by Buys, Polke, Richter and other modern artists. Ends Feb 6. Closed Mon.

**SPYER** Historisches Museum der Pfalz Lee Miller (1907-1977): exhibition of work by one of the most celebrated 20th century American photographers. Ends March 13. Europe's first wine museum, built in 1910, has re-opened with 150 artefacts tracing the history of wine-making back to Roman times. Daily.

**WASHINGTON** National Gallery of Art The Age of the Baroque in Portugal. Ends Feb 6. Renaissance Portrait Medals: 170 of the most beautiful and significant medals from leading European centres, combining portraiture, narrative and historical references in condensed form. Ends May 1. Daily.

**National Museum of Women in the Arts** Judith Lyster: ten works by the 17th century Dutch genre painter. Ends April 3. Daily.

**Walters Art Gallery** Artists of Ecouen. Ends Feb 6. A Bouquet of French Manuscripts: rare works from the late Middle Ages and Renaissance. Ends April 10. Closed Mon.

**National Museum of American Art** Armin Gottlieb Collection: 22 paintings by artists who worked in New Mexico 1900-1940 and were captivated by the dramatic landscapes and native cultures. Ends March 20. Daily.



Turkey, as one senior British official put it, is a "trusted and

**Knocking on the EU's door: the Turkish foreign minister, Hikmet Cetin (right), who met his UK counterpart, Douglas Hurd**

...while Efta countries, and perhaps even former communist satellites in central and eastern Europe, are allowed to jump the queue. The latter prospect, clearly flagged by last year's Copenhagen summit, is especially galling to the Turks who feel their record as NATO allies since the mid 1950s, and their support for the west in the Gulf war, entitle them to expect better treatment.

The next few months will provide a significant test for both the EU and the Turkish government in their efforts to keep Turkey's European ambitions on track. Barring upsets, a customs union between Turkey and the EU is due to start in 1995. This will be the biggest change in Turkey's trading conditions since it signed an association treaty with the European Community in 1963 and the country has embarked on an ambitious programme of economic, social and political

The UK is also urging Turkey to make renewed efforts to reach an early solution of the Cyprus problem, stressing that this has been an obstacle to improved relations, not just with Greece, but with Europe as a whole and indeed the US. It will not be easy, since the Turkish Cypriot leader Mr Rauf Denktas is attached to his independent status, while the Greek Cypriot president, Mr Glafkos Clerides, elected last year, is on the whole less flexible than his predecessor. The latest war of words would suggest there is still some way to go to create a climate of confidence to resolve the issue.

Turkey's foreign minister, Mr. Hikmet Cetin, has already thrown down the challenge to his European partners. "It is not that Turkey is in need of the money," he says. "The issue is whether the Union has the will to overcome the veto cast by just one of its members." Mr. Cetin and Mr. Kinkel's visit here have partly reassured him. Coming in a week when the Turkish lira collapsed as several key economic indicators diverged further from the European norm, it should also have served to demonstrate that Turkey's problems with the EU are by no means all of Greek origin.

The House of Lords has likewise been sucked in. It, too, was elected by no one, but it does contain individuals who from time to time pursue the noble aim of safeguarding fundamental principles, without thought of party or personal advantage. In this the upper house is possibly more blessed than the media. Graced by Lord Whitelaw, it is trivially

the title of Viscount. The answer is that after the 1992 election yet another Tory home secretary, Mr Kenneth Clarke, pro-

posed to pack police authorities with his nominees. If memory serves, half were to be party placemen and women. This was watered down to a third, plus the appointee to the chair. Mr. Morrison's basic idea was to start. The government's ambition to grab control from local authorities remains undiminished, or did so until Lord Whitelaw's powerful intervention. As originally conceived, the bill would have taken us a step towards a national police force, something the English know in their bones should be avoided. Other clauses in current Home Office bills, notably the proposed Criminal Justice Bill, the "right of silence" in court, and the extension of management to the running of pris-

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The House of Lords could do us another service. It could train its sights on the Deregulation and Contracting Out Bill. Make no mistake. Deregulation is highly desirable. Not one single unnecessary regulation should be retained. Indeed, the government's boast about a bonfire of controls would carry more conviction if more substantial material was to be fed to the flames than the easy twigs and grass cuttings listed in Mr Michael Heseltine's glossy brochure. The trade and industry secretary is doubtless proceeding gingerly, as might have been expected, but his first officers are not. They are not. That said, the government is going about it the wrong way. It aims to give its ministers

by his proposals. . . . In other words, he may choose to take lunch with the Burst-into-flame Furniture Manufacturers Association, but not the Keepers of Children Protected from Fire-pressure Group. To be fair, the bill provides for a 40-day delay before orders laid before Parliament can be confirmed by affirmative resolution. Parliamentary committees might examine orders during that period, although the mechanism for

The Lords can hardly reject the entire bill. They could, however, improve it. As one example of many possible amendments, they could take out the words "appear to him", which would mean that the Lords thus making it easier for ignored groups to sue. They could insist on a predefined mechanism for public scrutiny, such as a special standing deregulation committee or, better, an independent body to represent the public interest as against those of business associations. If the one opposition to the Lords — keeps the spotlight on ministers who may misuse their discretionary powers, the other neglects opposition — the media — will do the rest.

## Joe Rogaly

**The lower house's failure to do its job has created a vacuum, which has drawn in both the media and the House of Lords**

## LETTERS TO THE EDITOR

Number One Southwark Bridge, London SE1 9HL  
Fax 071 873 5938. Letters transmitted should be clearly typed and not hand written. Please set fax for finest resolution

## Curious lack of interest in European law

First, it is curious that there should be a furore in the UK over scrapping regulations without a full debate in Parliament. Many regulations implementing European Community

I have been monitoring the way in which statutory instruments made under the European Communities Act 1972 go through Parliament. The Public Services Contracts Regulations 1993 which came into force on January 13 1994 were made and laid on December 22 1993, as were the Utilities Supply and Works Contracts

(Amendment) Regulations - both while Parliament was in recess. Both are concerned with the controversial public purchasing directives.

Second, your idea that there should be a "new select or standing committee for deregulation... to scrutinise ministerial proposals in detail" has merit.

I would add that such a committee should also scrutinise

proposals for new regulations, especially those which give effect to EC directives. This might help to avoid the over implementation of things like the "six-pack" of EC health and safety directives about which the government is rightly concerned.

Bryan Cassidy,  
*European Parliament,  
Strasbourg,  
France*

## Credit where it's due for Clinton trade proposals

Mr Clinton ought to be given credit for raising these subjects now for truly multilateral consideration. In the US we are patiently waiting for the European Union's ideas on subjects or future trade negotiations. The seven-year Uruguay round, while successful, dealt primarily with issues from the 1970s and 1980s. It's catch-up time: we need to start address-

The leader also criticises the long-standing US policy of trying to pry open Japanese markets for all exporting countries, and suggests it be referred to the WTO. No mention is made of the US goal - opening markets for all exporters. Those efforts have gone on for years and a few years' delay so that it can be raised in the WTO is simply not on when Japan continues to run such a huge trade surplus against most of the rest of the world.

In discussing Mr Clinton's trade policy, no mention is made of his pledge to Caribbean and Latin American countries to enter negotiations to ensure those countries are not discriminated against by the North American Free Trade Agreement. Nor is mention made of the Clinton administration's commitment to negotiate a bilateral trade pact with Chile as a harbinger of future liberalisation in many countries of Latin America.

Harry I. Freeman,  
The Freeman Company,  
4708 Dorset Avenue,  
Chevy Chase,  
Maryland 20815,  
US

## Too harsh a view of life insurance industry

You mention that "undesirable - and far too widespread - selling practices have been revealed". Where? The life insurance industry delivers to its policy holders £3.4m in benefits every hour of every day (1992 ABI statistics). We have 10m policyholders and last year there were only 1,700 sub-

Finally, there have been accusations of mis-selling based on high surrender values in recent years. However, a recent Times report interestingly revealed government statistics that showed 28 per cent of the population (15.7m) were unemployed over the two year period 1991-93.

I would ask you the question - is there a correlation between this statistic and the level of surrender values?

Lawrence Hawthorn,  
*president,  
Life Insurance Association,  
Citadel House,  
Charleywood,  
Rickmansworth,  
Hertfordshire WD3 5FF*

### No favourable treatment

Since April, government support has reflected the taxable base of each borough and, on that basis, Westminster's grant was less than that of most other London boroughs - less even than Camden's. Despite this, we announced a Band D

This reflected, among other things, Westminster's competitive tendering programme, which saves £10m a year, while also improving standards through enhanced contract specification. In addition, we have recently streamlined the centre of our organisation enabling us to concentrate more of our resources on front-line services.

many others like them, are the true "Westminster story".  
 Miles Young,  
 leader of the council,  
 City of Westminster,  
 Westminster City Hall,  
 4 Victoria Street,  
 London SW1E 6QP

## Put freight on water

From Mr Ian Valder:  
Sir, Your article "Rail freight wins £43m aid package" (January 19) announces increases in grants by the government to encourage companies to switch freight from road to rail. Under the same scheme, grants are also available for developments that will enable freight traffic to be transferred from roads to the inland waterways. Water transport is environmentally friendly and has the capacity to handle far more

than is presently carried. Canal-borne freight currently keeps 200,000, 20-tonne lorry loads off Britain's roads every year and British Waterways, which runs the country's canals, is actively seeking opportunities to increase freight carrying on waterways.

Ian Valder,  
*commercial director,  
British Waterways,  
Willow Grange,  
Church Road,  
Watford WD1 3QA*

**How far  
do you have  
to go to  
make money  
these days?**

**On Thursday, January 27 the Financial Times will publish the FT Exporter: a 24 page quarterly review filled with information, news and opportunities for everyone with an interest in overseas markets.**

It will provide an economic overview of the implications of the newly agreed Uruguay round of the GATT talks. It will also assess the fast growing markets of China, Hong Kong and Taiwan.

**There will be a review of export credit agencies, revisions in agency law in the EC and much more besides. So however far afield your potential markets are, don't leave home without the FT Exporter.**

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## FINANCIAL TIMES

Number One Southwark Bridge, London SE1 9HL  
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Friday January 21 1994

## Russia's new government

Russia's Prime Minister Viktor Chernomyrdin insists that the new government "will not retreat from the course of continuing and deepening reform." These remarks come under the heading of disinformation, which is what Mr Clinton embraced during his visit to Moscow last week. Coherent reform is not what the new government will provide. Nor will it supply coherent reaction. It offers the middle course of chaos.

The only reformist in a prominent position will be Anatoly Chubais, deputy prime minister in charge of privatisation. An isolated reformer in a government dominated by bosses from the military-industrial complex, he is unlikely to achieve much. Yegor Gaidar and Boris Yefimov are both gone. Securely in place, however, are such old apparatchiks as first deputy prime minister, Oleg Soskovets, and central bank chairman, Viktor Gerashchenko, not to mention the prime minister.

These are far from the worst people available. They are not militant xenophobes, for example. But they lack any coherent programme. At best, they will manage decay. At worst, they will bring inflationary disaster. Mr Yeltsin may have disavowed the old policies, but he has adopted its policies. Meanwhile, outright reactionaries wait in the wings.

The old Soviet Union based its system of governance on force and fraud. Deprived of force, the new government intends to fall back on fraud. Leaders of a country whose currency has lost 90 per cent of its value in the past year say that lower inflation is no priority. It is showing that intention by letting two men with reputations in the west, Mr Gaidar and Mr Yefimov, depart. No wonder the rouble is plummeting on the foreign exchanges. Hyperinflation is looming.

## Gangsters' fortunes

Hyperinflation is what Mr Zhirnovsky and his ilk must be praying for. Normal economic life, let alone the rapid expansion of socially efficient new business, would be impossible. Ordinary people on fixed incomes would starve. Traders, speculators and gangsters would make fortunes. The government would be driven to introduce comprehensive price controls. Queues would stretch

around every block, and traders, gangsters, minorities, the government and the president would all bear the blame for the chaos.

Serious reformers have lost this battle and may have lost the war. Their only hope is to oppose, explaining to the Russian people why credit expansion will bring not the increases in output promised by Mr Gerashchenko, but the inflation they detest. Unfortunately, they have been sabotaged in this even by supposed western friends. It has been painful to hear Strobe Talbot and Albert Gore, for example, mouth ignorant criticisms of Russia's alleged shock therapy. Anyone who believes that Russia's economy suffers from that, rather than the opposite, knows nothing of events over the past eight years and little of experience elsewhere either.

## Possible collapse

Now the west will have to tell the Russian president why it cannot support the programme on offer. It will have to work out its response to a possible collapse of Mr Yeltsin's power. Last but not least, the west must learn from its mistakes.

Maybe, though only maybe, there will be another chance. The west must then have in place an organisation with the skills and the money needed to engage seriously with a reforming government. The purpose of the money would, above all, be to finance the budget without reliance on the printing press.

Some in the west will respond that the money is either unavailable or would make no difference. Both replies are silly. The sums required are a small fraction of the hundreds of billions of dollars spent every year, for decades, on defence against the former Soviet Union. Money would also have shown the Russian people that the west does care, that it backs the reformers in deed, as well as words, and that it wants to alleviate their arduous transition.

The failure of western leaders to engage seriously with Russian reformers on the grounds that it would either be too costly or too difficult was a mistake that may prove a tragedy. Penny wise, but pound foolish, leaders of the west may have committed a mistake comparable to the Versailles treaty.

## Troops out, weapons in

Mr Douglas Hurd, the British foreign secretary, visits Bosnia today to see for himself the situation of British troops serving there with the UN protection force (UNPROFOR). Although officials insist that no decision has yet been taken, it is no secret that both Britain and France are seriously considering a withdrawal of their contingents in the spring, if by then there is still no political solution in sight.

The collapse of the three-party peace talks in Geneva on Wednesday night makes it even less likely than before that any political solution will emerge from the present military stalemate. The Bosnian government, now resigned to the effective partition of the country, is determined to fight on rather than accept a territorial settlement which it rightly regards as not only unjust but unworkable, and which it has every reason to believe the Serbs would not honour even if they signed it.

The Bosnian Serb leaders, for their part, are happy to fight on rather than give back the territory the government is demanding, which consists of areas where there was a Moslem majority before the war. And the Croats, knowing that any Moslem territorial gains are likely to be at their expense, have now effectively switched sides.

Unable to end the war and unwilling to fight it, Britain and France are rightly reluctant to keep their soldiers sitting idly in the middle of it. Indeed, there can be no justification for prolonging the danger and humiliations to which the UN troops are constantly exposed. Although they have undoubtedly saved many individual lives, they are unable to carry out the mandate given them by the Security Council, and as a result they have incurred the anger of the victims as well as the aggressors.

Achieving little

The force was sent in to ensure the delivery of relief supplies to beleaguered civilian populations. The logic of deploying armed men for this purpose was that without the use of force the supplies would not get through. Since in practice force is not being used, the troops are achieving little that unarmed relief workers could not.

When yesterday's deal was announced between the UK drinks giant Guinness and LVMH of France, the world's biggest luxury goods company, Guinness shares jumped 11 per cent and LVMH's fell 3.4 per cent. The deal, which involves sweeping changes in the cross-holdings between the two companies, is of authentically Gallic complexity. Peering through the fog, however, the markets evidently reckon Guinness has the best of it.

It seems hard not to agree. For the past five years, the two companies have had matching holdings in each other, amounting latterly to 24 per cent apiece. At the outset, this was thought necessary to safeguard the network of joint ventures in wines and spirits the two were building around the globe. Latterly, the arrangement has become a distinct headache, for Guinness in particular.

The trouble is that LVMH falls into two distinct halves: the Moët-Hennessy drinks business, which owns a distinguished clutch of champagnes and cognacs, and the luxury goods side consisting of upmarket luggage and perfume. It never made sense for Guinness - a pure drinks company - to tie up cash as a passive shareholder in such a sprawling entity, save out of necessity.

In addition, LVMH's boss, Mr Bernard Arnault, has shown signs lately of being more interested in luxury goods than drinks, and indeed of branching out into other areas such as newspapers. As a result, Guinness chairman Mr Tony Greener conceded yesterday, Guinness shareholders have been getting restive.

"It was clear that the existing arrangement did not make sense to Guinness shareholders," he said. "Guinness and LVMH are quite separate companies, with different strategic agendas. I'm not in any way denigrating perfume and luggage. They're wonderful businesses. They just don't happen to fit our long-term agenda."

Guinness is therefore swapping its 24 per cent stake in the whole of LVMH for 34 per cent of Moët-Hennessy, plus £416m in cash. This has several distinct advantages. Under French law, any holding above 33.3 per cent carries certain blocking rights. Guinness will have the right of first refusal to buy LVMH's main drinks brands, such as Moët & Chandon champagne and Hennessy cognac. It will also have two directors on the Moët-Hennessy board.

The present arrangement is such an improvement that one wonders what was the point of the old one. Mr Greener - who took over as chairman at the start of last year - was at pains yesterday to justify the strategy of his predecessor, Sir Anthony Tennant.

Guinness's joint ventures with LVMH - now established in 13 countries - have played a significant role in the rise of the two companies to leading positions in the international drinks market.

Their success rests on two essentials: a strong portfolio of brands, especially Scotch whisky and cognac, and an efficient and extensive distribution network.

When Guinness took over drinks group Distillers Company in 1986, it acquired a portfolio that included Johnnie Walker, the world's best-selling Scotch, and Gordon's, the leading international gin. It also acquired a fragmented international distribution system. Only a quarter of the network was directly owned; the rest was in the hands of more than 1,300 agents.

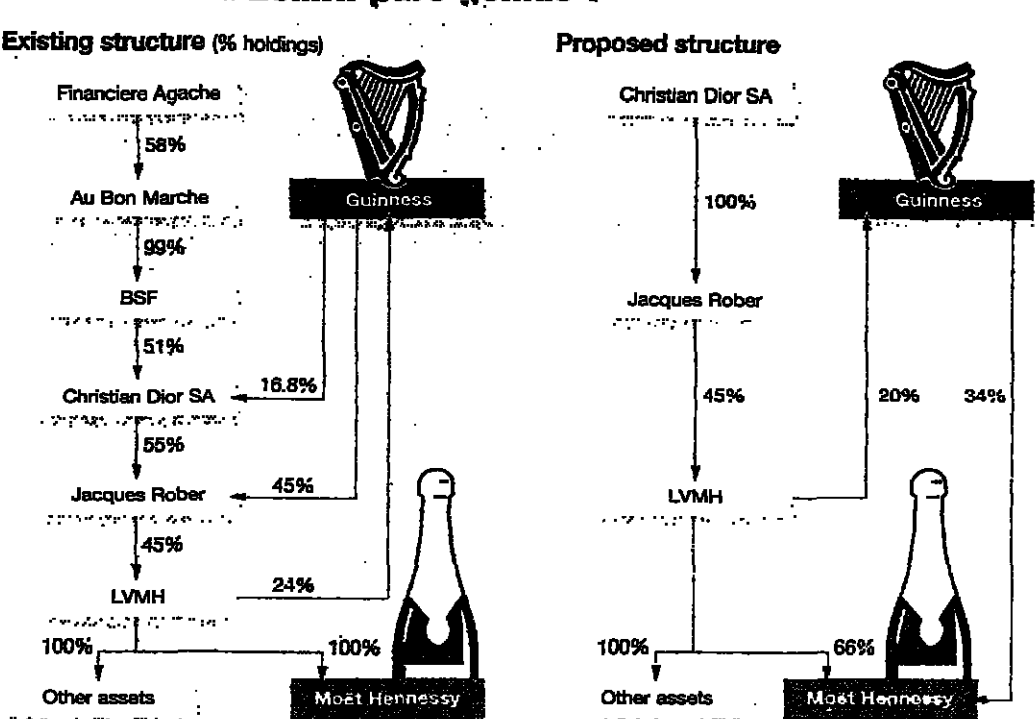
The task facing Sir Anthony Tennant, then the newly-appointed chief executive (now retired), was to broaden the brands portfolio to bring in other categories of drinks, to improve control of distribution - and to do it quickly if Guinness was to compete with other international drinks groups.

An alliance with LVMH offered a ready solution, and one that had

Tony Jackson and John Ridding unravel the complex deal between Guinness and LVMH

## Heady cocktail with lots of fizz

## Guinness and LVMH: pure genius?



Five years ago, LVMH was the product of recent merger between Moët-Hennessy and the Louis Vuitton luggage business. Mr Arnault had yet to appear on the scene, and the bosses of the two halves, Mr Alain Chevalier and Mr Henri Reaume, were at each other's throats.

Guinness had already formed important joint ventures in drinks with LVMH, and the instability of the situation was plainly alarming.

"Anthony Tennant did the deal which was doable and on the table," Mr Greener said yesterday. "In 1988-89, there was a real danger that LVMH would be broken up. There was a clear possibility that M Reaume would take the luggage side and sell off the wines and spirits. Who knows who might have ended up with them? It might very well have been one of our major competitors. That would have destroyed our joint venture."

In addition, for Guinness to emerge suddenly as part-owner of brands as famous as Moët & Chandon champagne or Hennessy cognac might

have been a shock to Gallic sensibilities. One of the Guinness advisers said yesterday: "I don't know if it's appreciated in London that the ability of a British company to get a direct holding in French brands of this quality is very rare."

Now, by contrast, Guinness has its money in precisely the bits of LVMH which suit it, and is locked into its all-important joint ventures still more tightly than before. At the same time, it collects £416m in cash, reducing its net debt from £1.8bn to £1.4bn and its balance sheet gearing - the ratio of debt to shareholders' funds - from a slightly demanding 47 per cent to 37 per cent.

Whatever Guinness proposes to do with the money, it will not raise its stake in Moët-Hennessy further. Mr Greener said: "We are not trying to achieve control of Moët-Hennessy. It is a French company, with family origins and ongoing family ties, and better suited to being run by its existing management."

Given Moët-Hennessy's recent recession-battered profits record,

Guinness shareholders might be relieved to hear it. But Mr Greener was sanguine yesterday on that point as well. "We are switching into Moët-Hennessy at an interesting point in the economic cycle worldwide, with the potential of a recovery in cognac sales in Japan and the champagne cycle turning positive."

Across the Channel, the picture is much more complex and a good deal less cheerful. As the accompanying diagram shows, Mr Arnault's empire has a typically French "cascade" structure. In essence, yesterday's deal proposes that LVMH itself will receive a cash injection of some £1.3bn, while the parts of the empire further up the cascade will foot the bill.

This works as follows. Guinness owns not LVMH equity, but shares in companies further up. Jacques Rober (a holding company formed for the purpose of the original deal) and the publicly quoted Christian Dior. These shares will be sold by Guinness for £1.323m to different parts of the Arnault empire, but not

## A successful blend

Philip Rawstone on the benefits of the joint ventures

obvious benefits for the French company as well as for Guinness. LVMH owned the world's number one cognac, Hennessy, and leading champagne brands, Moët Chandon and Veuve Clicquot; and it had a strong distribution network, particularly in the Far East.

The combination of the Guinness and LVMH brands created a more marketable portfolio of drinks and improved the two groups' competitive position at a stroke.

Mr Tony Greener, the Guinness chairman and chief executive whom Sir Anthony originally brought in 1987 to manage the spirits business, said: "Joint ventures are a commonsense way of going forward. From a commercial point of view, they are very good value. With carefully-chosen partners, you can achieve all the synergistic benefits that you get from a takeover without the high costs."

Guinness has since gone on to

strengthen its hand through joint ventures with other drinks companies - Boutari in Greece and Bundaberg in Australia - and takeovers, such as Asbach in Germany and Pampero in Venezuela.

But the alliance with LVMH has been gradually built up over the past seven years. It now comprises 17 joint ventures and is the dominant Guinness trading relationship, contributing 25 per cent of the £768m profits of United Distillers, its spirits business, in 1992.

"With Moët-Hennessy," Mr Greener said, "we share a belief in the importance of brands and brand development. That underpins everything we are doing."

The Scotch whisky and cognac portfolio has proved especially appealing to consumers in Japan and Hong Kong, and in the developing markets of Malaysia, Taiwan and Thailand. Late last year, a joint venture was established in China, where international sales

currently account for only 1.4 per cent of the spirits market. "China could be a 20m-case annual market for premium imported spirits by the next century," Mr Greener said.

The alliance is about to set up a joint operation in Korea, another potentially significant market, and is exploring possible moves into other parts of the world.

Yesterday's agreement focuses the partnership more closely on the future development of their international drinks businesses.

Mr Greener, assured by the deal that he can prevent the Moët-Hennessy brands ever falling into a competitor's hands, said: "We can contribute our help, support and experience to their strategy and management, as partners with common interests and common goals to build their brands and expand their business." With many world markets hit by recession, the two companies have to seize whatever advantages they can find.

to LVMH itself.

At the same time, Guinness pays LVMH £902m for its stake in Moët-Hennessy. Also, at some time between now and next summer LVMH has undertaken to sell at least 4 per cent of its Guinness holding, which at yesterday's price would fetch about £400m more. Thus, LVMH ends up with a massive reduction in net debt - from an estimated FF15bn to FF11bn, according to industry observers.

The money will also come in handy for expanding LVMH's activities in luxury goods, which already include perfume brands such as Givenchy, Louis Vuitton luggage and the various champagne and cognac brands. "There will be opportunities in areas like cosmetics, fashion, luxury goods outlets or leatherware," Mr Arnault said.

But Mr Arnault played down further expansion in the depressed newspaper industry. The acquisition last year of the business dailies La Tribune and L'Agefi had been made for "a modest sum" and "had brought good results," said Mr Arnault. A substantial acquisition in the sector, however, such as Le Figaro, owned by Mr Robert Hersant, did not appear to be on the agenda.

More certain is the boost that yesterday's deals give Mr Arnault in strengthening his grip on his complex web of companies. "Guinness's departure from Jacques Rober means that it is removed as a significant counterweight at the holding company level," said Mr Piers Butler at Smith New Court, the broker.

Unsurprisingly, Mr Arnault's shareholders are unhappy. The LVMH share price initially fell some 7 per cent yesterday. It then recovered half that, doubtless because of Mr Arnault's earnest assurances that he is not turning into a press baron, plus the fact that, after all, it is LVMH that gets the cash.

The real loser is Christian Dior, which will pay out FF8.85bn (£980m) to buy the bulk of the Guinness stake in Jacques Rober. It seems likely that Dior will have to ask its shareholders for cash to finance this. Dior's share price fell 7.7 per cent yesterday.

Au Bon Marche, which will buy the 16.8 per cent in Dior held by Guinness, will pay FF1.7bn (£190m), to be financed by debt. Finally, SEPB, Mr Arnault's non-quoted family company, will buy the remaining 6.65 per cent in Jacques Rober held by Guinness for FF1.5bn. This all adds up to a shifting of debt around the group, a filling of LVMH's war chest, possible share dilution and bad news for Dior shareholders.

Or so it seems at present. But these are early days in a complex game of chess. As one London drinks analyst mused yesterday: "Before today, you would have said LVMH held all the cards. So what are we missing?"



Tony Greener: a belief in brands

## OBSERVER

## Prod, poll and perch

Chris Patten enjoyed his return to the parliamentary bosom yesterday. But the governor of Hong Kong must have been dismayed by the lack of enthusiasm from former colleagues for his "let's negotiate" approach to China - which has resulted in impasse.

On past performance the committee ought to have castigated him for not going far enough in speeding democracy. Instead, he was asked why defiance was better than settlement with Beijing on the best terms possible. What would he do if Hong Kong legislators threw out his democracy proposals? Did he really have support from the people?

On this point the man who, as Conservative party chairman, "won" the last election but lost his own seat, was able to exchange knowing smiles about the value of opinion polls. As Tory committee member David Sumberg, elected with a majority of 788, noted, if opinion polls had been correct neither of them would yesterday have been sitting where they were.

## Trotting along

Full marks to the trade mags for alerting the stock market to the chat going on between advertising agencies Gold Greenlees

Trott and Young & Rubicam. Fewer marks for suggesting that Y&R might gobble up the smaller agency. It's more likely to be GGT swallowing Y&R's London outpost.

Y&R, the world's biggest privately-owned advertising agency, has been having a bad time recently. Its London office has seen chief executives come and go - five in the last decade. The latest defections - of managing director Tim Lindsay and chief executive Jerry Judge to Lowe Howard-Spink just before Christmas - has brought matters to a head.

Of course, it would be a terrible loss of face if Y&R were to be gobbled up by GGT and it's still 50-50 whether a deal is struck. If it is, look forward to yet another impossible advertising acronym: GGT-YR.

## Boxing clever

Mark Goryachev, a St Petersburg deputy whose main claim to fame hitherto had been punching Vladimir Zhirinovskiy in a canteen brawl, is planning a second, more sophisticated, assault.

One of Russia's new entrepreneurs and true liberals, Goryachev is setting up a rival Liberal Democratic Party that might be more worthy of the LDP handle.

The neo-fascist party's disaffected regional workers are apparently a soft target not because of the impracticability of delivering on



'My mobile phone went off during Romeo and Juliet'

December's fantastic electoral promises - a husband for every single woman, accommodation for the homeless, etc - but because their leader has failed to dole out the expected ministerial posts and other sundry benefits.

## Humpty Dumpty

Jacques Attali, late of the European Bank for Reconstruction and Development, has resurfaced in print hitting back at what he calls the "man hunt" that led to his resignation last spring.

Buried in a book confusingly entitled *Europe(s)* lurks a most

promising sentence: "Without doubt, I committed errors." Far from fresh insights into the Fall of Attali, the author continues: "I know them (the errors) better than anyone and will not dwell on them."

## Ageing well

One award not mooted at yesterday's annual awards ceremony of The Oldie magazine was one for the "oldest proposed book yet to appear in print". One candidate - alongside Sir Edward Heath whose memoirs are in danger of being scooped by the public record office publishing under the 30 year rule - would be Oldie founding editor Richard Ingrams himself. He has just handed over the editorship to ex-Observer editor Donald Treford so that he can try yet again to complete his long-awaited biography of one-time Punch editor Malcolm Muggeridge. Don't hold your breath.

## Portuguese plot

Anibal Cavaco Silva, the crisp economist turned Portuguese prime minister, grudgingly opened a new school of journalism this week. "I only read newspapers for five minutes in the morning and five minutes in the afternoon. Ninety-five per cent of what is written about me is untrue." Portugal's National Union of

Journalists says it's thinking of suing him for defamation. "What would Cavaco Silva do if a newspaper printed a headline proclaiming that 95 per cent of what he said was untrue?" asked Antonio Matos, the union's president.

Cavaco Silva does not lack confidence; his most famous saying is "I never have any doubts and only rarely make mistakes." He's not happy with that quote either. "It has been printed a hundred times. But I never said it," he says - allegedly.

## Bulls rush in

Don't believe those stories about Sunday Times editor Andrew Neil taking his eye off the ball. Although he has been doing his job for more than a decade he remains very much a hands-on operator judging by a remark he made at a conference on information highways yesterday.

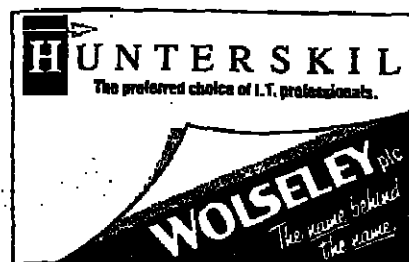
Neil says he reads the proofs of his paper's weekly astrology column and changes the predictions for people born under Gemini, his sign, if he doesn't like the look of them. "All Gemini are assured of a good future in the Sunday Times," joked Neil yesterday.

This would be quite amusing except for the fact that Neil was born on May 21 - thus making him a Taurus, according to some astrological tables. Surely he doesn't tamper with everybody's stars?









# FINANCIAL TIMES COMPANIES & MARKETS

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Friday January 21 1994



## IN BRIEF

### Bristol-Myers held back by charge

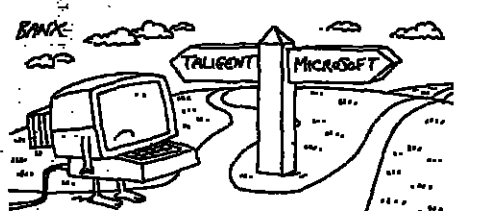
Bristol-Myers Squibb, the US drugs group, has taken a \$500m pre-tax charge which cut into fourth-quarter earnings to cover a possible settlement of breast implant claims. Page 17

**Threat from Petrolog shareholders**  
Private shareholders who own 25 per cent of Petrolog, Portugal's partially privatised oil company and largest commercial enterprise, may withdraw from the company because of difficulties in meeting a commitment to purchase a further 26 per cent of the equity. Page 16

**General Electric 10% ahead**  
General Electric, the US conglomerate, yesterday reported a 10 per cent increase in fourth-quarter earnings and a 22 per cent rise in profits from its ongoing operations. Page 17

**Monsanto matches expectations**  
Monsanto, the US chemicals group, matched market expectations with steady year-on-year earnings growth in the final quarter as cost-cutting took effect and sales edged ahead. Page 17

## Computing crossroads



The recent announcement that Hewlett-Packard, now the most profitable computer manufacturer in the US, is taking a 15 per cent stake in Taligent, a joint venture between International Business Machines and Apple Computer, gave a new credibility to a partnership seen as much as a move to counter Microsoft's domination of computer operating systems as an attempt to push back the frontiers of computing. Page 18

**Gestetner falls into loss**  
Gestetner Holdings, the UK office and photographic equipment distributor, incurred a pre-tax loss of \$33.2m (\$49.7m) in the year to October 31, compared with profits of \$27.1m last time. The group said its margins were under pressure and its main European markets continued to suffer from recession. Page 20

**Gateway prefers Somerfield**  
The Gateway name is to disappear from the UK's high streets, after the food retailing group announced it was changing the name of its stores and the group to Somerfield. Shares in Kingfisher, the retailing group, fell 37p to 678p after the company warned that trading conditions were still "patchy". Page 20

**Carlton Communications**  
Carlton Communications' return on capital employed, in yesterday's survey of Europe's Top 500 companies, was incorrectly calculated. The correct ROCE is 26.2 per cent and not 2.3 per cent as stated. Carlton Communications is therefore the 71st most profitable company in the FT European top 500 companies.

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FRANCISQUE (poin)		PARIS (FFr)	
Wheat		Reason	
Protein	845 + 28	Wheat du France	2410 + 71
Barley		Lupins	1845 + 22.5
Butter (Bak)	188 - 16	Peas	
Corn (Bak)	1395 - 35	Cash Mail	371 - 134
Oil	490 - 10	Grain du Bay	372 - 24
Wheat	240 + 19	Wheat	455 + 13.5
Barley	805 - 21	U.S.H.	392 - 138
NEW YORK (poin)		TOKYO (Yen)	
Wheat		Reason	
Protein	4334 + 1	Wheat	650 + 42
Barley	4534 + 24	Wheat Midling	648 + 36
Wheat (Bak)	859 + 14	Maize	570 + 31
Oil	6774 - 19	Wheat T & B	1040 + 78
Protein	6774 - 294	Wheat	812 + 168
Barley	6774 - 14	Wheat Standard	1690 + 120
New York prices at 12:30.			

New York prices at 12:30		
IBM	163	34
Microsoft	126	18
Oracle	52	5
Yahoo	38	5
Amazon	18	5
Google	18	5
Facebook	18	5
Twitter	18	5
LinkedIn	18	5
Slack	18	5

## Big job cuts at Metallgesellschaft

By David Waller in Frankfurt

Mr Kajo Neukirchen, the new chief executive of Metallgesellschaft, warned yesterday of "massive" job losses at the Frankfurt-based group and gave details of the company's future strategy.

Mr Neukirchen, renowned as one of Germany's toughest company doctors, wrote in the Frankfurt-based group's in-house newspaper that the job cuts would be necessary to guarantee its survival.

He did not quantify the scale of the reduction in the workforce but the tenor of the article suggested that job cuts would prove to be more than the 10,000 out of 58,000 he indicated after the group was rescued by bankers last weekend.

Mr Neukirchen said the group would focus on three core operating areas - trading, chemicals and plant construction. Many of the group's 258 subsidiaries both in Germany and abroad would be sold.

Significantly absent from the list of future core activities are the group's mining businesses - bundled together in the 50.1 per cent owned Canadian subsidiary Metall Mining Corporation (MMC) - or its metals smelting activities.

Mr Neukirchen has already hinted that the continuing ownership of MMC will come under review. He has said that the smelters - highly efficient producers of metals such as zinc, copper and lead after huge investment in updated technology by Mr Heinz Schimmelbusch, Mr Neukirchen's predecessor - may be closed.

Mr Neukirchen repeated his pledge to sell off the company's majority stake in Kolbenschmidt, a manufacturer of motor vehicle components such as steering wheels and air-bags, together with two smaller investments. He warned that in the trading area he would close or sell non-core and capital-intensive businesses.

He said that "from today's perspective" there was no intention to sell the following companies, commonly deemed the jewels in the Metallgesellschaft crown: Buderus (heating equipment and other industrial products); Dynamit Nobel (explosives and specialty chemicals); Lurgi, Lentjes and Zimmer, three plant construction subsidiaries; and B.U.S. Ber-

zelius Umwelt-Service, a recycling company. Two further subsidiaries were singled out as not for sale: Lehnering Montan Transport and Metallbank, the group's banking subsidiary.

It has been clear from the moment Mr Neukirchen was brought in as chief executive that the restructuring would be savage. EAG Kugelfischer, the ball-bearing manufacturer which Neukirchen rationalised, shed half its 31,000 workforce last year. However Mr Neukirchen said in his article that he felt sympathy for "the small man" who had to carry the can for the mistakes of "the big fish" who had got yet another company into a mess.

He is set to unveil the full details of his strategy at a press conference next month.

## Market trading boosts Bankers Trust

By Richard Waters in New York

Bankers Trust, the US commercial bank, reported a further surge in profits from trading in financial markets in the final three months of last year, at a time when falling volatility in European markets cut into trading profits at other big US banks.

Like J.P. Morgan, which reported its 1993 earnings last week, the bank boosted its trading profits in the emerging country debt markets, bolstering dwindling income from the European currency and interest rate markets.

The value of debt securities issued by a number of Latin American and emerging Asian countries rose strongly last year on stronger economic fundamentals and demand from US investors for high-yielding investments. Income from trading rose to \$449m in the last quarter of 1993, up from \$101m a year before and ahead of the record \$431m of the previous quarter.

In all, trading income contributed 36 per cent of the bank's revenues in the latest quarter. Further unspecified trading profits, made in interest rate markets and accounted for as net interest income, lifted this portion still higher.

The results boosted the bank's net income in the final three months to \$279m (\$3.25 a share), up from \$133m (restated as \$1.49 a share) the year before and well ahead of analysts' estimates.

Earnings per share calculations for the latest and previous periods were adjusted to take account of equity-related items such as stock options the bank has issued, diluting the final figure.

After-tax profits for the year reached \$1.07bn, or \$12.40 a share, up from \$639m (\$7.23 a share) in 1992 (before various accounting changes in both periods).

Both Bankers Trust and J.P. Morgan have shaken off the revenue slowdown faced by other US banks by moving heavily into trading activities and increasing their fee and commission-related operations such as corporate finance, fund management and fiduciary businesses. Revenues at each rose 35 per cent last year: Bankers Trust to \$4.7bn and J.P. Morgan to \$6.3bn.

Wall Street had remained sceptical about Bankers Trust's ability to maintain earnings growth from trading.

Yesterday, though, it greeted the bank's latest results by lifting its share price \$1 to \$71.14, while other bank share prices continued a slide that began at the start of the week.

## John Ridding analyses the challenge facing Philippe Jaffré of Elf Aquitaine as France's largest industrial group faces privatisation

**Aiming for a leaner fitter giant**

Elf Aquitaine is the giant of France's public sector. It is the country's largest industrial company and its privatisation, launched yesterday, is the biggest so far in the government's plans to sell corporate assets.

The sale of most of the state's 51 per cent stake in the oil group, which is expected to raise about FF35bn (\$6bn), is an important test of investors' demand for French privatisation issues.

Elf is one of the stars of the public sector, but its sales came at a time when the oil price is languishing below \$14 per barrel and after a year in which profits fell from FF6.2bn to just over FF1bn.

The success of the issue will depend most directly on the price, which is likely to be announced within the next few weeks. But it will also depend on the strategy pursued by Mr Philippe Jaffré, who took over at Elf Tower last August.

Since his arrival, from Crédit Agricole, France's largest bank, Mr Jaffré has indicated grand objectives. "In each of our core activities, in oil, chemicals and health, market by market and product by product, we must be among the market leaders, to be first or near the first," he said at a press conference yesterday.

Privatisation will help. "It will increase our flexibility and will make it easier to raise financial resources," he added. That private sector status would facilitate the formation of alliances with industrial partners.

Mr Jaffré's immediate objectives, however, are consolidation rather than growth. The rapid expansion pursued by his predecessor, Mr Lolk Floch-Prigent, which included the purchase of the North Sea assets of Occidental of the US and a 30 per cent stake in Cepes of Spain, strengthened the group's position among the international oil groups. In the North Sea, for example, Elf went from nowhere to become the fourth largest operator.

But the phase of expansion also left Elf with borrowings of more than FF40bn and a net debt to equity ratio which has grown from just 13 per cent in 1989 to almost 50 per cent today. Faced with this legacy, Mr Jaffré has given priority to debt reduction and a concentration of resources on the group's core activities.

"We have to consolidate our position and digest our acquisitions," he said yesterday.



Philippe Jaffré: "In each of our core activities, market by market and product by product, we must be among the market leaders"

Mr Jaffré's first steps are in the right direction. But so far they are only the first steps. Mr Bryan Jacoboski, managing director of Paine Webber in New York, argues that Elf needs further restructuring, in particular to cut staff costs. "Elf has one of the lowest rates of profit per employee of all the oil majors," says Mr Jacoboski.

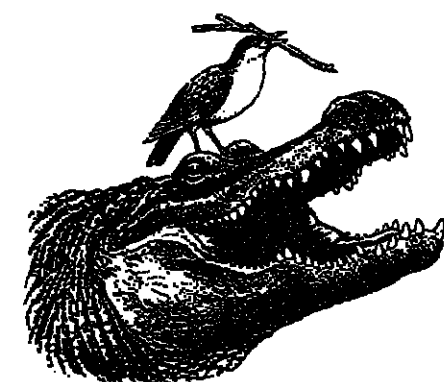
Such comparisons are complicated by Elf's peculiar structure. No other oil major has similar activities in pharmaceuticals and specialty chemicals, for example. Elf's profits for 1993 were also depressed by one-off provisions. The comparison, however, does reflect a broader feeling in the industry that Elf has moved more slowly to cut costs than rivals such as Chevron and BP.

Restructuring will occur, but is likely to be implemented without large-scale redundancies. "Elf has never fired people and there is no reason for that to change," said Mr Jaffré. Instead, job cuts are likely to be achieved through voluntary measures.

"Its current cost base and its position in its principal markets mean there is strong potential for a sustained rise in profits at Elf," says one industry analyst. "The resources are there, now Mr Jaffré must exploit them."

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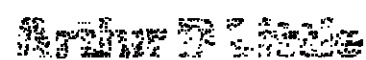
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## New management at Spring Ram launches £42m rights

By Andrew Bolger in London

Shares in Spring Ram rose 9p to 79p after the new management of the UK kitchens and bathrooms group announced a £42.2m (£62.45m) rights issue to take advantage of trading opportunities.

The group also said that pre-tax losses for the year to January 1 would not exceed £38.5m.

Proceeds of the 2-for-4 issue, priced at 53p, will eliminate £33m debt. The deterioration in Spring Ram's balance sheet was one of the main reasons for disgruntled institutional shareholders installing Mr Roger Regan as chairman last summer. In September he forced the resignation of Mr Bill Rooney, co-founder and chief

executive of the Yorkshire company. After accounting changes, Spring Ram's losses were £34.6m for the six months to July 31.

Mr Regan said sales had grown in the second half of 1993 and he believed economic activity was increasing in the group's markets. It was essential it had working capital available to seize these opportunities.

"Spring Ram has been through a difficult period in its history, during which the group, its businesses, its management and its finances have all come under intense scrutiny," Mr Regan said. "I believe that it is important for investors, management and employees alike to draw a line under events of the recent past and to focus on the future."

The pre-tax loss was mainly caused by the £30.2m provision announced at the time of interim results. Mr Martin Towers, finance director, said there would be no need for further provisions.

Group sales increased from £193.2m to £240m, but underlying growth was about 10 per cent, excluding property development and £25m of sales from Stag Furniture, bought at the end of 1992.

There was a loss per share of 11p, against restated earnings of 3.6p. The group paid a nominal final dividend of 0.1p, but said the dividend for the current year would be not less than 0.5p.

The rights issue has been fully underwritten by NM Rothschild, with BZW acting as brokers. Lex, Page 14



## INTERNATIONAL COMPANIES AND FINANCE

## Petrogal holders threaten pull-out

By Peter Wise in Lisbon

Private shareholders who own 25 per cent of Petrogal, Portugal's partially privatised oil company, have been told the government they may withdraw from the company because of difficulties in meeting a commitment to purchase a further 26 per cent of the equity.

The private group, dominated by Total, the French oil company, purchased a 25 per cent stake in Petrogal in the first stage of the company's privatisation in 1993. The terms of the sale obliged the group to buy a further 26 per

cent by July 1995 for an estimated \$2.5bn (\$255m).

The private shareholders, grouped together in the holding company Petrocontrol, have been trying to negotiate an alternative deal with the Portuguese finance ministry because of difficulties in raising the necessary capital by the deadline.

Petrocontrol has indicated that it is prepared to pull out of Petrogal if an agreement cannot be reached. A withdrawal is likely to lead to the purchase of the stake by other private investors.

Total holds 48 per cent of the voting rights in Petrocontrol. The remainder of the capital is

divided between nine Portuguese institutional and individual investors. Portuguese law prohibits foreign investors from holding, directly or indirectly, a majority of the privately-owned capital of Petrogal.

According to the terms of Petrogal's privatisation, if Petrocontrol fails to purchase an additional 26 per cent of the company by the deadline, it will be required to forfeit 6 per cent of its holding and have the option of selling the remaining 19 per cent back to the state at the original price.

Mr Luis Mira Amaral, minister for industry and energy, reportedly insists on Petrocontrol agreeing to buy the additional 26 per cent before he will agree to a badly-needed capital increase for Petrogal.

## Austrian electricity group pegs dividend

## MGN pursues holding in The Independent publisher

## Nestlé turnover improves 5%

By Raymond Snoddy in London

Detailed negotiations are under way between Mirror Group Newspapers and Mr Andreas Whittam-Smith, principal founder of The Independent and The Independent on Sunday.

Mr David Montgomery, chief executive of MGN, is clearly interested in taking a significant minority stake in Newspaper Publishing, which publishes The Independent, but no agreement has been reached on how large the stake should be, or on the precise terms.

Although the popular newspaper group has developed a good working relationship with El Pais and La Repubblica, the main shareholders in Newspaper Publishing, it is unlikely

that a formal consortium can be put together before next week.

MGN, whose share price has been rising and yesterday closed at 189p, is looking for a long-term relationship with a trade investor.

For MGN, which does not want to get directly involved in running the broadsheet titles, a condition of a deal would be that Mr Whittam-Smith, who is seen to represent both the spirit and philosophy of the paper, should remain as editor-in-chief.

Newspaper publishing had pre-tax profits of around \$68,000 (\$74,400) on turnover of \$31m in the year to September, although losses are rising because of promotional spending.

This year, losses are heading

for \$2m, according to some estimates, and even that assumes a cash injection of at least \$15m.

It was being suggested last night that if the consortium did put a deal together, it would amount to a concert party and a bid might have to be made for the entire company.

Meanwhile, Mr Tony O'Reilly, chief executive of Helms and chairman of Independent Newspapers in Ireland, is still seriously interested in a large minority stake.

An indicative offer has been received by Mr O'Reilly from the Newspaper Publishing chairman, from Mr O'Reilly. The preliminary offer is in the region of \$25m-£30m for between 25 and 29.9 per cent of the company.

## Banco Bilbao ahead of forecasts

By Tom Burns in Madrid

Banco Bilbao Vizcaya, the big Spanish bank at the centre of the rescue of the rival Banesto group, yesterday reported a 2.3 per cent rise in net profits for 1993 to Pta71bn (\$504m).

During the previous 12 months profits fell nearly 20 per cent, leading the company to claim yesterday it had consolidated a healthy core banking business.

The results were ahead of forecasts. These had suggested the group would return flat profits because lower domestic interest rates last year were expected to penalise BBV, which has a short-term concentration in its loan portfolio and a position as a net lender on the interbank market.

Reduced BBV equity in companies that consolidated with the banking group contributed to holding down the net income figure and disguised a 14.9 per cent rise in operating profit to Pta155bn.

The bank's capital base topped Pta790bn at the end of 1993 to give it a BIS capital ratio above 12 per cent and its total assets increased by 15.4 per cent to Pta11,600bn making it the largest financial institution in Spain.

BBV has lent scores of senior and middle-ranking executives to Banesto to salvage the troubled bank following the intervention of the authorities three weeks ago.

## Sphinx to acquire Swedish group

By Ronald van de Krol in Amsterdam

Sphinx, the Netherlands-based producer of sanitary fittings and bathroom furniture, has agreed to acquire Gustavsberg, a Swedish manufacturer of showers and bathtubs, in a move that will double the Dutch company's size and increase its product range.

After the acquisition, which Sphinx described yesterday as a merger because the two companies plan to act as partners, the new group will have turnover of around €1,800m

(€10m), nearly twice as much as the €1,425m in sales generated by Sphinx.

Gustavsberg is being sold by Nordico, part of Sweden's KF supermarket group, for an undisclosed price.

Sphinx, which said it might make a small share issue to raise money for the deal, also declined to give the purchase price but said the acquisition would contribute immediately to profit per share.

Initial financing will come from a credit line from ABN-Amro Bank of the Netherlands

and from Sphinx's internal cash flow.

The two companies are largely complementary, with Gustavsberg particularly strong in showers and shower systems. These are products which Sphinx has, until now, had to buy in from outside suppliers.

The new company, which is likely to be called Sphinx-Gustavsberg, will generate nearly one-third of its sales in the Benelux countries and another third in Germany. It will be based in Sphinx's home town of Maastricht.

## Head of Philips lighting business to resign post

By Ronald van de Krol

Philips, the Dutch electronics group, said yesterday the head of its lighting business, traditionally one of the company's most profitable areas, is to resign this year.

Mr Einar Kloster, a member of the Norwegian shipping family, has worked for Philips since the early 1960s. He plans to give up his job for personal reasons, the company said.

A successor has not yet been found. Philips declined to comment on a press report that Mr Kloster, 56, was resigning because he had not been appointed to Philips' five-member management board.

## Greek building group in Dr9.2bn rights issue

By Karin Hope in Athens

Michaniki, the Greek construction company, is to raise Dr9.2bn (\$38.8m) through a two-for-10 rights issue to finance its participation in several build-operate-transfer projects being launched in Greece.

Michaniki's capital increase follows the flotation of five Greek construction companies on the Athens Stock Exchange, which were all heavily oversubscribed.

The construction sector is looking forward to increased opportunities as Greece starts to draw down ECU17bn in European Union funding for infrastructure projects later this year.

Michaniki is to start work shortly on Greece's first BOT project, a Dr2bn underground shopping mall and multi-level car park in central Athens, on a site being rented from the municipal authorities. The company will operate the car park for 30 years.

The issue is being made at Dr12,000 per share for common shares and Dr9,000 per share for preferred shares. A total of 888,940 new shares are being issued, half of them preferential, amounting to a 14 per cent capital increase.

The company said that pre-tax profits for 1993 reached Dr2.7bn on turnover of Dr11.5bn. For the current year, earnings are forecast at over Dr4bn on turnover approaching Dr20bn.

## BOC chairman to retire early

By Daniel Green in London

Mr Patrick Rich is to retire early as chairman of BOC, the UK-based industrial gases group. He blamed health problems arising from "the stresses and burdens of office" for his decision, which takes effect in April.

The announcement came less than two months after Mr Rich gave up the job of chief executive. BOC said yesterday that Mr Rich's health had been an issue in that decision too.

## Sandoz sees income rise of 10%

By Ian Rodger in Zurich

Sandoz, the Basle-based pharmaceuticals and chemicals group, said its consolidated sales last year grew 5 per cent to SF15.1bn (\$10.3bn), and it expected to report a "marked increase" in net income of more than 10 per cent over 1993's SF1.48m.

Weak trends in industrial chemicals were more than offset by the continuing strength of pharmaceutical sales.

Fourth-quarter sales of the pharmaceutical division, which accounts for nearly half of

total group sales, were up a brisk 10 per cent to SF1.9bn.

Sales of Sandimmune, used to combat rejection of transplanted organs, were up 15 per cent, while those of Clozaril, a drug used for schizophrenia, soared 80 per cent.

In the full year, pharmaceutical sales were up 7 per cent to SF7.35bn.

Chemical sales were flat in the fourth quarter at SF7.55m, but up 2 per cent in the full year to SF7.5bn. Sandoz said the performance was above the industry average due in part to

increases in textile dyestuffs sales in the US, Brazil and parts of Asia.

Agro-chemical sales dropped 7 per cent in the fourth quarter to SF2.40m because of a delayed start to the 1993-1994 season, but were up 7 per cent in the full year to SF1.3bn, thanks to new environmentally friendly herbicides and fungicides.

Sales of the construction and environment division jumped 12 per cent to SF1.2bn in the full year, with above average results in the US and the Far East.

This announcement appears as a matter of record only.



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January 1994

## Barclays Bank PLC

With effect from the close of business on 20th January 1994, the interest rates applicable to overdrafts not previously agreed in advance have been amended as follows:

	Old Rate	New Rate
Unauthorised Overdraft	7% over the Bank's base rate	7% over the Bank's base rate
Rate Student Account	12%	11%
Minimum		
Unauthorised Overdraft	15% over the Bank's base rate	15% over the Bank's base rate
Rate Other Accounts*	20%	19%
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\*The Barclays Bank Account Unauthorised Borrowing Rate remains unchanged.



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Bonds may be converted into ordinary shares of Lafarge Coppee up to and before the close of business in France on the date which is three months after February 21, 1994, in accordance with paragraph Conversion of the Terms and Conditions of the Bonds.

Payment of principal, premium and interest will be made in accordance with the Terms and Conditions of the Bonds. Bonds must have coupons due on January 2, 1995 and following attached.

Interest will cease to accrue on the Bonds  
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Luxembourg, January 21, 1994

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DIVIDEND ANNOUNCEMENT

The Board of Directors announce that a dividend has been declared on the Haven Portfolio at the rate of 1.10p per share which will be paid on 11th February 1994 to the respective Shareholders of record of that portfolio as at the close of business on 31st December 1993.

The Board of Directors,  
31st December 1993

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Notice is hereby given, that in accordance with Conditions 5(a) of the Prospectus dated 12th October 1993, the issuer intends to redeem £200,000 in aggregate value of the Notes on the respective February 1994 interest payment dates.

By Citibank, N.A. (Bank Services)  
January 21, 1994, London

CITIBANK

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Non audited consolidated sales

	1993	1992/1992
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Sales (in million FF)	1,225.5	- 19.1%
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Tonnage sold (in thousand tonnes)	359.3	- 1.3%
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In the main European countries, the Group maintained its volume positions despite a general reduction in consumption. The slide in selling prices changed in the last quarter of 1993.

Renewal of activity as of 1994

The Group has recently announced price increases from 8 to 10% which will gradually take effect in all its product categories as of January 1994.

Cascades has observed that a change in trend has already occurred in Europe and worldwide for pulp and fine papers. Cartonboards and containerboards should benefit from this renewal of activity as the demand is also rising.

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## Bristol-Myers held back by \$500m pre-tax charge

By Richard Waters

Bristol-Myers Squibb, the US drugs group, has taken a \$500m pre-tax charge to cover a possible settlement of breast implant claims, cutting into fourth-quarter earnings which were otherwise much in line with expectations.

The company said it expected its share of a proposed \$4.75bn global settlement of claims over leaking breast implants to reach \$1.5bn, \$1bn of which would be covered by insurance payments.

The extent of its insurance coverage is still the subject of litigation, Bristol-Myers said, though it added that it believed it would eventually receive more than \$1bn.

Leaving aside this charge and a one-off item the year before, fourth-quarter earnings reached \$566m or \$1.10 a share, up 7 per cent from the corresponding period last year.

The results reflect a 6 per cent increase in sales to \$2.99bn, in the latest period, in line with expectations.

The company said it had not experienced any moves by drug wholesalers to reduce their inventory. This was a factor blamed by Pfizer the day before for its own sales slowdown.

The Pfizer news surprised Wall Street and had sent the shares of all drug companies lower on fears that drug pricing was coming under greater pressure than expected.

For the year as a whole, Bristol-Myers' drug sales, which contributed an estimated 55 per cent to total revenues of \$11.4bn, rose 3 per cent. Other areas were slightly ahead, though sales of consumer products fell 1 per cent, in part as a result of increased competition in the US.

The company reported a decline in sales of Capoten, the hypertension treatment that is its biggest single product, which was more than offset by increasing sales of a range of newer drugs.

Specific figures were not released, but market estimates put Capoten sales last year at around \$1.5bn, down about 10 per cent from the previous year.

Host Marriott of the US has signed a non-binding letter of intent to sell 26 Fairfield Inns to a venture comprising Sage Hospitality Resources and the Carlyle Group for net proceeds of about \$115m, \$27m of which will be in the form of a note.

Reuter reports.

Host Marriott said the sale was expected to close in June.

Marriott International will continue to operate more than 50 Fairfield Inns and remain the Fairfield Inn franchisor.

## CBoT approves trading floor expansion

By Laurie Morse in Chicago

Members of the Chicago Board of Trade, the big US futures exchange, have approved plans for a badly-needed trading floor expansion. The expansion plan was voted down twice in 1993.

The plan provides \$26m to acquire a building just east of the exchange's LaSalle and Jackson Street headquarters. Members are expected to approve plans to build a 60,000 sq ft trading facility on the site for a cost of about \$171m in another ballot in the spring.

The new building, to be connected to the CBoT by a walkway, will more than double the CBoT's trading space, and will be among the most costly trading floors built in the US.

The new floor will house the exchange's financial futures and options pits. Construction is expected to begin this summer.

Mr Patrick Arbor, CBoT chairman, won members over by promising not to raise trading fees to pay for the expansion.

The exchange intends to finance the project from general revenues.

The CBoT traded a record 178m contracts last year, and Mr Arbor has said that with proper facilities and recent growth rates, volume could double by 1998.

The CBoT's rival, the Chicago Mercantile Exchange, opened a new trading floor in July, doubling trading space there to 70,000 sq ft. That expansion was completed at a cost of \$27m.

## GE earnings rise 10% to \$1.5bn in fourth quarter

By Martin Dickson in New York

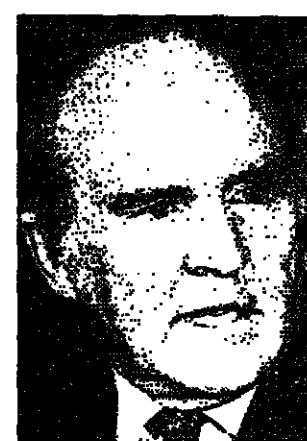
General Electric, the US conglomerate, yesterday reported a 10 per cent increase in fourth-quarter earnings and a 22 per cent rise in profits from its ongoing operations.

Earnings totaled \$1.48bn, or \$1.73 a share, compared with \$1.34bn, or \$1.57, in the same period of last year.

The 1992 fourth quarter included \$126m of earnings from GE's aerospace business, which it sold to Martin Marietta for \$3bn. GE said excluding this, earnings rose 22 per cent.

Revenues rose 12 per cent to \$18.09bn from \$16.2bn. GE said there had been good growth in appliances, GE Capital Services, plastics, power systems and transportation.

For the full year, GE reported earnings before



Jack Welch: GE has excellent outlook for growth in 1994

accounting changes up 10 per cent to \$8.18bn, or \$6.08, from \$7.47bn, or \$5.51, on revenues 6 per cent ahead at \$80.5bn. Earnings from continuing operations rose 16 per cent.

Mr Jack Welch, the chairman, said the company had delivered excellent performance in a difficult global economy in 1993.

Eleven of its 12 businesses improved net earnings and 10, led by GE Capital, television broadcaster NBC, plastics and power stations, had achieved double digit increases.

Earnings from aircraft engines, which has been suffering from the downturn in the airline industry, were much lower than in 1992.

The group's on-going operating margin rose to a record 12.5 per cent from 1992's 11.5 per cent, while cash generated from continuing operations reached a record \$5.2bn, driven by an improvement in inventory turns to six.

Mr Welch said GE entered 1994 with a "strong balance sheet and cash flows and an excellent outlook for growth".

## Monsanto advance matches forecasts

By Richard Waters in New York

Monsanto, the US chemicals group, matched market expectations with steady annual earnings growth in the final quarter as cost-cutting took effect and sales edged ahead by less than 1 per cent.

Leaving aside one-off items, fourth-quarter net income was \$46m, or 39 cents a share, up from \$12m, or 9 cents, the year before. Sales were \$17m higher, at \$1.86bn.

In the latest period, the company reported an after-tax gain of 16 cents a share from a one-off reduction in inventory, and a 6 cents a share charge to cover the loss or withdrawal of some products.

The latest figures reflect sales growth in chemicals, pharmaceuticals and agricultural products, offset by a \$5m decline in sales of NutraSweet, to \$186m.

Leaving aside one-off charges in both periods, the pharmaceuticals business consolidated its return to operating profitability, achieved in the previous quarter, with operating income of \$25m.

The chemicals division made operating profits of \$55m, up from \$26m, largely as a result of cost-cutting.

For the year, before all non-recurring items, net income was \$460m, or \$3.82 a share, up from \$346m or \$2.81 in 1992. On Wall Street, Monsanto's stock fell \$3 to \$77 in early trading as profit-taking brought it down from its high for the previous 12 months.

## Finmeccanica sees break-even

By Halg Simonian in Milan

Finmeccanica, the Italian state-controlled engineering group, said a recovery in the second half of last year meant it should break even in 1993 in spite of a \$159.9bn (\$97.3m) loss in the first half.

The recovery forecast, made after a board meeting in Rome, is largely the result of the flotation or sale of a number of subsidiaries in the closing months of last year. These moves realised substantial extraordinary gains and helped reduce the group's heavy debts.

Group sales dropped to \$10.450bn from \$11.200bn, largely because of the recession in the aerospace business and cuts in defence spending, which hit Finmeccanica's Alenia subsidiary.

The group said the disposal drive would continue with the sale of its Esaote Biomedica medical equipment subsidiary, which is expected to be bought by a management team.

Asset sales helped reduce net group indebtedness to about \$1.590bn at the end of last year from \$1.510bn the previous year.

However, the fall was much

more substantial than measured against end-June 1993, when net debts stood at \$1.631bn. Finmeccanica's order book remained little changed at \$22.100bn at the end of last year against \$22.300 in December 1992.

Meanwhile, the group moved a step closer to taking over the defence operations of the former Efim state holding company with the appointment of Lehman Brothers and San Paolo Finance to advise on valuing the assets being transferred.

Several auditing companies will advise Efim's special commissioner.

## Union Pacific improves 22%

By Richard Tomkins in New York

Record traffic levels helped produce a 22 per cent increase in fourth-quarter net profits to \$355m for Union Pacific, the US rail and natural resources group reported yesterday.

The traffic growth was led by four sectors.

Car and truck deliveries were up by 12 per cent, coal carrying rose by 14 per cent, chemicals were up by 4 per cent, and intermodal traffic - freight switching from road or sea to rail for the long-distance part of its overland journey -

increased by 6 per cent.

New contracts helped produce the growth in coal carrying, while strong US car sales were behind the automotive growth.

The intermodal sector benefited from rail's increasing competitiveness in long-distance freight, resulting from the railroad's efforts to cut costs.

The group saw strong growth at Union Pacific Resources, its oil and gas subsidiary, which increased earnings by 36 per cent on the back of higher volumes and an increase in gas prices. Earnings per share for the quarter were 21 per cent up at \$1.14.

Figures for the full year were less encouraging, showing a decline in net income to \$530m from \$728m. But the latest figure would have been \$705m without the effect of non-recurring charges for accounting adjustments totalling \$175m.

Earlier in the year, Union Pacific suffered estimated losses of \$34m because of lost business and repairs resulting from the floods in the Midwest.

Automotive, intermodal and chemical shipments were up on the year, but other commodities were slightly down.

### FREE STATE CONSOLIDATED GOLD MINES LIMITED

(Registration No. 05/28210/06) (Incorporated in the Republic of South Africa)

#### NOTICE OF GENERAL MEETING

Notice is hereby given that a general meeting of members of Free State Consolidated Gold Mines Limited ("the company") will be held at 55 Marshall Street, Johannesburg, on Tuesday, 15 March 1994 at 16:00 for the purpose of considering and, if deemed fit, of passing, with or without modification, the following special and ordinary resolutions:

##### 1. Special Resolution No. 1

"That subject to the Schemes of Arrangement ("the schemes") dated 11 January 1994 made in terms of Section 311 of the Companies Act, 1973 between:

- Orange Free State Investments Limited and its members ("the Ofsi scheme"); and

- Welkom Gold Holdings Limited and its members ("the Welkom scheme");

to each of which the company is a party, becoming effective:

the company increase its authorised share capital from R80 000 000 divided into 120 000 000 ordinary shares of 50 cents each, by the creation of a number of ordinary shares of 50 cents each with each new ordinary share carrying pari passu in all respects with each existing ordinary share, such number of new ordinary shares of 50 cents each to be created being the number set out in a certificate signed by a director of the company tabled at the meeting at which this resolution is considered, and lodged with the Registrar of Companies at the time this resolution is presented for registration, which certificate shall confirm such tabled at the meeting and shall set out the number of new shares to be created, which number shall be the aggregate, rounded up to the next 1 000 000 shares of 50 cents each, of:

- the product of multiplying the number of ordinary shares of 1 cent in Orange Free State Investments Limited in respect of which members in that company have made tenders in terms of a tender facility forming part of the Ofsi scheme, by 2.650491; and

- the product of multiplying the number of ordinary shares of 50 cents in Welkom Gold Holdings Limited in respect of which members in that company have made tenders in terms of a tender facility forming part of the Welkom scheme, by 0.676908; and

10 000 000 shares."

##### 2. Ordinary Resolution

"That subject to the passing and registration of Special Resolutions Nos. 1, 2 and 3 and the coming into effect of Special Resolution No. 1, which Special Resolutions are proposed in the notice convening the meeting at which this resolution is proposed, the unissued shares of the company, other than those reserved for purposes of the company's participation in The Anglo American Group Employee Shareholder Scheme, be placed under the control of the directors of the company and that the directors be and they are hereby authorised to allot and issue such shares:

- in terms of, and arising out of, the Schemes of Arrangement dated 11 January 1994 made in terms of Section 311 of the Companies Act, 1973 between:

- Orange Free State Investments Limited and its members; and

- Welkom Gold Holdings Limited and its members;

to each of which the company is a party; and

- in their discretion but subject to the articles of association of the company and the rules of The Johannesburg Stock Exchange."

##### 3. Special Resolution No. 2

"That subject to the passing and registration of Special Resolutions Nos. 1, 2 and 3 and the coming into effect of Special Resolution No. 1, which Special Resolutions are proposed in the notice convening the meeting at which this resolution is proposed, the articles of association of the company be and they are hereby amended by:

(i) the insertion after the existing Article 4 of the following new Article 4 bis:

"Article 4 bis: Each of the preference shares of 50 cents each forming part of the share capital of the company shall rank pari passu in all respects with each of the ordinary shares of 50 cents each in the share capital of the company save that:

(a) such preference share shall not be transferable to any party other than a wholly-owned subsidiary of the registered holder or to a company (or its wholly-owned subsidiary) of which the registered holder is a wholly-owned subsidiary; and

(b) such preference share shall not confer upon the holder any right to vote save in the specific circumstances contemplated in Section 194 of the Act."

(ii) the deletion of article 40 (g) and the substitution thereof of:-

"40(g) convert any of its shares, whether issued or not, into shares of another class."

The reasons for proposing the aforesaid special resolutions and the effects thereof are contained in the Explanatory Statement which will be posted to members on or about 1 February 1994.

Holders of shares warrants to bearer who wish to attend in person or by proxy or to vote at the meeting, must comply with the regulations of the company under which the shares warrants to bearer are issued.

A member entitled to attend and vote at the meeting may appoint one or more proxies to attend, speak and, on a poll, vote in his stead. A proxy need not be a member of the company.

A Proxy Form (coloured green) for the use of members who wish to be represented at the meeting and which sets out the relevant instructions for its completion, will accompany the explanatory statement.

By order of the board  
ANGLO AMERICAN CORPORATION OF SOUTH AFRICA LIMITED

per A J S Sebba  
Divisional secretary

21 January 1994

Registered office  
44 Main Street  
Johannesburg 2001  
South Africa

This document has been approved solely for the purpose of its issue within the United Kingdom in accordance with section 37 of the Financial Services Act 1986 of the United Kingdom by S.G. Warburg Securities Ltd., a member of the Securities and Futures Authority. S.G. Warburg Securities Ltd. or any of its associates may have a position or holding in Ofsi, Welkom or Freegold shares or any securities of any other company which has a position or holding in such shares.

### ORANGE FREE STATE INVESTMENTS LIMITED

(Registration No. 95/05715/06) (Incorporated in the Republic of South Africa)

#### NOTICE OF GENERAL MEETING

Notice is hereby given that a general meeting of members of Orange Free State Investments Limited ("the company") will be held at 55 Marshall Street, Johannesburg, on Tuesday, 15 March 1994 at 14:15 for the purpose of considering and, if deemed fit, of passing, with or without modification, the following special resolution:

"That subject to the coming into operation of the Schemes of Arrangement in terms of Section 311 of the Companies Act, 1973 (the Act) each dated 11 January 1994, between:

- the company and its members, to which Free State Consolidated Gold Mines Limited ("Freegold") is a party;

- Welkom Gold Holdings Limited and its members, to which Freegold is a party;

the company reduce its issued share capital, in terms of Section 84 of the Act, from R225 140.94 divided into 225 140 940 ordinary shares of 1 cent each, by the cancellation of all the ordinary shares of 1 cent each in the issued share capital of the company other than those shares set out in a certificate signed by a director of the company tabled at the meeting at which this resolution is considered and lodged with the Registrar of Companies ("the Registrar") at the time that this resolution is presented for registration, which certificate shall confirm such tabled at the meeting and shall set out the number of shares to be cancelled, which number shall be the aggregate, rounded up to the next 1 000 000 shares of 1 cent each in the issued share capital of the company in respect of which the members have made tenders in terms of the tender facility forming part of the aforesaid Schemes of Arrangement between the company and its members, a copy of which schemes together with an order of the Supreme Court sanctioning such scheme, will have been lodged simultaneously with the lodging of this resolution, both for registration by the Registrar, and that the company shall, following such cancellation, have an issued share capital equal to the aggregate of the nominal value of the shares referred to in the said certificate and divided into the number of ordinary shares of 1 cent each in the company, as set out in the said certificate and that such reduction be effected by distributing in specie, to the holders of the cancelled shares, shares in Freegold in the ratio of 281 Freegold shares for every 100 shares cancelled."

The reasons for proposing the aforesaid special resolution and the effects thereof are contained in the Explanatory Statement which will be posted to members on or about 1 February 1994.

Holders of shares warrants to bearer who wish to attend in person or by proxy or to vote at the meeting, must comply with the regulations of the company under which the shares warrants to bearer are issued.

A member entitled to attend and vote at the meeting may appoint one or more proxies to attend, speak and, on a poll, vote in his stead. A proxy need not be a member of the company.

A Combined Proxy Form (coloured blue) for the use of members who wish to be represented at the meeting and which sets out the relevant instructions for its completion, will accompany the Explanatory Statement.

By order of the board  
ANGLO AMERICAN CORPORATION OF SOUTH AFRICA LIMITED

per A J S Sebba, Divisional secretary

21 January 1994

Registered office  
44 Main Street  
Johannesburg 2001  
South Africa

### NOTICE OF SCHEME MEETING

IN THE SUPREME COURT OF SOUTH AFRICA (Witwatersrand Local Division)

In the matter of the application of:

WELKOM GOLD HOLDINGS LIMITED

(Registration No. 05/2444/06) (Incorporated in the Republic of South Africa)

Notice is given in terms of an Order of Court dated 18 January 1994 in the above matter that the Supreme Court of South Africa (Witwatersrand Local Division) has ordered a meeting of the members of the above applicant, Welkom Gold Holdings Limited, to be held on Tuesday, 15 March 1994 at 15:00 at 55 Marshall Street, Johannesburg, under the chairmanship of Charles Leonard Valkei or failing him Michael Wilfred Adcock or failing him any other director of Bowman, Gillian Hayman Godfrey Inc. nominated by that firm for the purpose of considering and, if deemed fit, of approving, with or without modification, a Scheme of Arrangement between the company and its members, to which Free State Consolidated Gold Mines Limited is a party, which Scheme of Arrangement will be submitted to such meeting, provided that the meeting will not be entitled to agree any modification to the said scheme which has the effect of diminishing the rights accruing to members of the company in terms of that scheme.

Members registered as such at the close of business on Monday, 14 March 1994, will be entitled to attend and vote at the scheme meeting.

Copies of the Scheme of Arrangement and an Explanatory Statement in terms of Section 312 of the Companies Act, No. 61 of 1973, explaining the scheme, and a copy of the Order of Court convening the scheme meeting, may be obtained on request from the company at its registered offices, 44 Main Street, Johannesburg, 2001, or its London office, 19 Charterhouse Street, London, EC1N 6DP, England, or its transfer secretaries, Consolidated Share Registrars Limited, 1st Floor, Edura, 40 Commissioner Street, Johannesburg, 2001 or Barclays Registrars, Bourne House, 34 Beckenham Road, Beckenham, Kent BR3 4TU, England, during normal business hours from 1 February 1994.

Each member may attend and vote in person or by representative at the meeting and may appoint any other person (who need not be a member of the company) as a proxy to attend, speak and, on a poll, vote in such member's place. The required Combined Proxy Form (coloured pink) may be obtained on request from the addresses given above.

Each proxy form should be completed and signed in accordance with the instructions printed thereon and should be lodged at or posted to the offices of the company's transfer secretaries in South Africa or the United Kingdom, to be received not later than 10:00 local time on Monday, 14 March 1994, but if accompanied by proof of appropriate authority and handed to the chairman of the meeting not later than 10 minutes before the meeting is due to commence, the vote of the senior of joint members - for that purpose seniority shall be determined by the order in which the names of joint members stand in the company's register of members - who tenders a vote in person or by proxy, will be accepted to the exclusion of the other joint members.

In terms of the Order of Court, the chairman of the meeting will report the result of that meeting to the above Honourable Court on Tuesday, 12 April 1994 and a copy of such report by the chairman may be obtained on request at least one week before such report back date.

The Scheme of Arrangement is subject to its being sanctioned by the above Honourable Court and to the conditions stated in that scheme.

C L Valkei  
Bowman, Gillian Hayman Godfrey Inc.

JCI House, 28 Harrison Street,  
Johannesburg 2001

21 January 1994

### NOTICE OF SCHEME MEETING IN THE SUPREME COURT OF SOUTH AFRICA

(Witwatersrand Local Division)

In the matter of the application of:

ORANGE FREE STATE INVESTMENTS LIMITED

(Registration No. 95/05715/06) (Incorporated in the Republic of South Africa)

Notice is given in terms of an Order of Court dated 18 January 1994 in the above matter that the Supreme Court of South Africa (Witwatersrand Local Division) has ordered a meeting of the members of the above applicant, Orange Free State Investments Limited, to be held on Tuesday, 15 March 1994 at 14:00 at 55 Marshall Street, Johannesburg, under the chairmanship of Charles Leonard Valkei or failing him Michael Wilfred Adcock or failing him any other director of Bowman, Gillian Hayman Godfrey Inc. nominated by that firm for the purpose of considering and, if deemed fit, of approving, with or without modification, a Scheme of Arrangement between the company and its members, to which Free State Consolidated Gold Mines Limited is a party, which Scheme of Arrangement will be submitted to such meeting, provided that the meeting will not be entitled to agree any modification to the said scheme which has the effect of diminishing the rights accruing to members of the company in terms of that scheme.

Members registered as such at the close of business on Monday, 14 March 1994, and holders of shares warrants to bearer who comply with the specified formalities will be entitled to attend and vote at the scheme meeting.

Copies of the Scheme of Arrangement and an Explanatory Statement in terms of Section 312 of the Companies Act, No. 61 of 1973, explaining the scheme, and a copy of the Order of Court convening the scheme meeting, may be obtained on request from the company at its registered offices, 44 Main Street, Johannesburg, 2001, or its London office, 19 Charterhouse Street, London, EC1N 6DP, England, or its transfer secretaries, Consolidated Share Registrars Limited, 1st Floor, Edura, 40 Commissioner Street, Johannesburg, 2001 or Barclays Registrars, Bourne House, 34 Beckenham Road, Beckenham, Kent BR3 4TU, England, during normal business hours from 1 February 1994.

Holders of shares warrants to bearer who wish to attend in person or by proxy or to vote at the meeting must comply with the formalities detailed in the Scheme of Arrangement document and scheme notices dated 21 January 1994 published in terms of the said Order of Court.

Each member may attend and vote in person or by representative at the meeting and may appoint any other person (who need not be a member of the company) as a proxy to attend, speak and, on a poll, vote in such member's place. The required Combined Proxy Form (coloured pink) may be obtained on request from the addresses given above.

Each proxy form should be completed and signed in accordance with the instructions printed thereon and should be lodged at or posted to the offices of the company's transfer secretaries in South Africa or the United Kingdom, to be received not later than 10:00 local time on Monday, 14 March 1994, but if not so lodged or posted will still be valid if properly completed, signed and accompanied by proof of appropriate authority and handed to the chairman of the meeting not later than 10 minutes before the meeting is due to commence. The vote of the senior of joint members - for that purpose seniority shall be determined by the order in which the names of joint members stand in the company's register of members - who tenders a vote in person or by proxy, will be accepted to the exclusion of the other joint members.

In terms of the Order of Court, the chairman of the meeting will report the result of that meeting to the above Honourable Court on Tuesday, 12 April 1994 and a copy of such report by the chairman may be obtained on request at least one week before such report back date.

The Scheme of Arrangement is subject to its being sanctioned by the above Honourable Court and to the conditions stated in that scheme.

C L Valkei  
Bowman, Gillian Hayman Godfrey Inc. JCI House, 28 Harrison Street, Johannesburg 2001 21 January 1994

### Joint Company Announcement

FREE STATE CONSOLIDATED GOLD MINES LIMITED

(Registration No. 05/28210/06) (Freegold)

ORANGE FREE STATE INVESTMENTS LIMITED

(Registration No. 95/05715/06) (Ofsi)

WELKOM GOLD HOLDINGS LIMITED

(All of which are incorporated in the Republic of South Africa)

### DISTRIBUTION OF UNDERLYING FREEGOLD SHARES HELD BY OFSIL AND WELKOM

Members of the above companies are referred to the previous announcement of 15 November 1993 regarding the distribution by Ofsi and Welkom of their underlying shares in Freegold to their own members. In that announcement it was stated that members would be given the opportunity of replacing their Ofsi/Welkom shares with Freegold shares







## INTERNATIONAL CAPITAL MARKETS

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## Europeans disappointed as Bundesbank leaves rates unchanged

By Sara Webb in London and Frank McGurty in New York

The Bundesbank left its discount and Lombard interest rates unchanged at yesterday's council meeting, disappointing European government bond markets, most of which ended lower on the day.

However, Sweden's Riksbank announced a long-awaited quarter-point reduction in its marginal rate, to 7.50 per cent from 7.75 per cent, prompting some profit-taking in the government bond market.

The reduction followed the release of favourable inflation figures - the consumer prices index dropped to an annual rate of 4.1 per cent in December from 4.9 per cent in

November and was aided by the strength of the Swedish krona.

The Swedish bond market has enjoyed a fairly strong rally over the last two weeks, helped by expectations of a lower budget deficit, but yields rose quite sharply yesterday on profit-taking, dealers said.

Three-year yields climbed 17 basis points to 6.39 per cent while nine-year yields rose 6 basis points to 6.80 per cent.

The Bundesbank's decision to leave interest rates unchanged - with the discount rate at 5.75 per cent and the Lombard at 6.75 per cent - pushed prices down by about a quarter of a point.

"In theory it should have

been good news for the long end of the bond market, as it shows the Bundesbank is firm about inflation, but that wasn't the actual effect," said Mr Ily Islam, bond analyst at Merrill Lynch.

While the news on interest

## GOVERNMENT BONDS

rates proved disappointing, reports that the central bank plans to reduce its reserve requirements caused a flurry of excitement in the market.

The proposed changes, which take effect from March 1, were at first seen as likely to increase liquidity. However, the Bundesbank added that it

would compensate for the liquidity effects of the reserve reduction by a reduction in the amount of money available through securities repurchase agreements - a qualification which dampened the bond market's enthusiasm.

Hopes of an imminent cut in UK interest rates received a further setback, causing the UK government bond market to lose its recent momentum and short-dated gilts to close lower on the day.

The market opened on a firm note, continuing the previous day's strong rally in response to the latest retail sales and inflation figures.

However, expectations of a rate cut were dampened by

comments from the chancellor of the exchequer and moves by the Bank of England yesterday.

Mr Kenneth Clarke, the chancellor, said the recovery in the UK economy was strong enough to withstand the tax rises which will take effect in April. He stressed the importance of preserving a steady recovery and keeping inflation down.

Meanwhile, the Bank of England sent a clear signal aimed at calming rate-cut speculation in its money market operations. Short-dated gilts slipped on the news, but long-dated gilts remained firm on the good inflation background.

Japanese government bonds rallied in the wake of recent

losses, but the main gains were made by the benchmark 10-year No. 157 bond, rather than in the other maturities, according to dealers.

The rally was sparked by rumours that the Bank of Japan would conduct its regular bond buy-back operations more frequently, dealers said. In recent months, the Bank of Japan has bought about ¥800bn-¥1000bn of bonds once a month.

US Treasuries gained ground yesterday morning after the Philadelphia Federal Reserve reported that economic activity in the region was moderating.

By midday, the benchmark

20-year government bond was 1/4 higher at 9 3/4, with the yield slipping to 6.271 per cent.

At the short end, the two-year note was 1/4 ahead at 10 1/2, to yield 4.046 per cent.

Before the advance, the market weathered a short-lived bout of selling after the announcement that US housing starts had climbed 6.3 per cent last month, to an annualised rate of 1.5m units, well ahead of a consensus forecast of 1.42m.

However, jitters over the pace of economic expansion were quelled later in the morning when the Philadelphia Fed reported that its January index of business activity had fallen to 34.2, compared with 42.4 the previous month.

## \$100m issue from Indian transport company

By Sara Webb

Great Eastern Shipping, the Indian transport group, has raised \$100m through a fully underwritten equity issue.

## INTERNATIONAL EQUITIES

Jardine Fleming and James Capel (part of the HSBC Investment Banking group), joint lead managers, bought the issue and then placed the shares with international investors.

The steady stream of Indian equity issues is expected to continue, investment bankers said, with several names already lined up to tap the international capital markets.

Earlier this week, Indo Gulf Fertilisers and Chemicals, a private sector company, raised \$100m with its offering of global depositary receipts. The GDRs were priced at \$5.50 on Monday and traded at \$5.50-\$6.00 yesterday according to BZW, the lead manager.

Investment bankers point out that recent Indian issues have frequently attracted \$1.5bn in demand in the book-building process, reflecting strong investor appetite.

Kleinwort Benson is currently holding roadshows for Indian Rayon, a rayon, cement and carbon black producer, which is hoping to raise about \$125m with its GDR offering.

Videsh Sanchar Nigam, the state-controlled international telecommunications network, is expected to launch a large international equity offering this spring. Investment bankers expect the offering to raise more than \$500m. Salomon Brothers and Kleinwort Benson are global co-ordinators.

## EIB dominates activity on quiet day

By Conner Middelmann

A 10-year sterling bond for the European Investment Bank, two Swedish krona issues and a continued stream of structured floating-rate note deals dominated a quieter day in the Eurobond market.

The EIB issued \$400m of 8 per cent bonds due November 2004, priced to yield the same as the 6 1/2 per cent gilt due 2004. While the pricing was the tightest of recent EIB sterling issues, the deal met good demand from overseas investors, especially in eastern Asia, said a syndicate official with lead manager Samuel Montagu.

"It is tightly priced if you look at it in isolation, but when you consider that our 6 per cent bonds due 1999 were launched at one basis point over gilts and have traded as much as five basis points through gilts, it looks fair," said an official at the Luxembourg-based bank.

Given that half a dozen banks had bid aggressively for

the mandate at a yield spread between zero and two basis points over gilts, "we felt comfortable that there would be sufficient demand to drive the issue," he added.

Much of the overseas demand for the bonds is attributed to the fact that they are

## INTERNATIONAL BONDS

easier for foreigners to trade than gilts.

In the Eurodollar sector, Mexico's Banco Nacional de Comercio Exterior (Bancomex) launched \$1bn of 10-year bonds, the first Mexican global bond to be issued.

Joint lead managers Merrill Lynch and Goldman Sachs indicated a spread of 160-165 basis points over Treasuries, the tightest for any Latin American issue to date. The issue will be priced today.

Yield-hungry investors were able to stock up on fresh supply in the Scandinavian sector, where two more Swedish krona

issues were launched following offerings earlier this week from Swedish Export Credit and GECC.

The French financing agency Crédit Foncier de France issued \$1.5bn of five-year bonds, priced at a spread of 20 basis points over the corresponding Swedish government bond, via Swiss Bank Corporation. Spintab, the Swedish mortgage lender, issued another \$1.5bn of five-year bonds at 64 basis points over the benchmark, reflecting its lower rating. The lead manager was Morgan Stanley.

"The two issues were at opposite ends of the credit spectrum, so there wasn't too much overlap," said one trader.

The Nordic Investment Bank is set to issue \$1.5bn of global five-year bonds soon via Merrill Lynch.

Swedish bonds' substantial yield pick-up over European markets and hopes for further currency appreciation amid continued rate cuts - the Swedish central bank yesterday

lowered its marginal rate by 1/4 point - are spurring investor demand for Swedish bonds, traders said.

The Kingdom of Sweden issued \$1.5bn of five-year bonds via Banco Portugues de Investimento. Sweden is the second sovereign to have tapped the escudo sector after Ireland's €1.5bn issue last October. The proceeds of the issue were swapped into floating-rate D-Marks, according to the lead manager.

Another raft of so-called corridor floating-rate notes with maturities of one and two years was issued yesterday, including borrowers such as General Electric Credit Corporation, Morgan Stanley Trust Company, Crédit Suisse Finance, Swedish Export Credit and the Commonwealth Bank of Australia.

The province of Ontario is planning to launch its third global Canadian dollar bond issue and its first global US dollar floating-rate note in the near future, Reuters reports. The transactions will cover

## NEW INTERNATIONAL BOND ISSUES

Borrower	Amount	Coupon	Price	Maturity	Yield	Spread	Book runner
US DOLLARS							
Barclays Bank	100	6 1/2	100.00	Feb 2004	0.75R	(a) 5 1/4-5 1/2	G. Sachs/ Merrill Lynch
Barclays Bank	100	6 1/2	100.00	Feb 2004	0.75R	(a) 5 1/4-5 1/2	Merrill Lynch
Barclays Bank	100	6 1/2	100.00	Feb 2004	0.75R	(a) 5 1/4-5 1/2	Pennegre Capital
Barclays Bank	100	6 1/2	100.00	Feb 2004	0.75R	(a) 5 1/4-5 1/2	Kodak Prebody Int.
Barclays Bank	100	6 1/2	100.00	Feb 2004	0.75R	(a) 5 1/4-5 1/2	CS First Boston
Barclays Bank	100	6 1/2	100.00	Feb 2004	0.75R	(a) 5 1/4-5 1/2	Morgan Stanley Int.
Barclays Bank	100	6 1/2	100.00	Feb 2004	0.75R	(a) 5 1/4-5 1/2	Goldman Sachs Int.
STERLING							
European Investment Bank	400	6.00	98.836R	Nov 2004	0.325R	flat (6 1/4-6 1/2)	Samuel Montagu & Co.
LINE							
Lineabank Nederland	200bn	7.70	101.80	Feb 2004	2.00	-	Paribas Capital Markets
AUSTRALIAN DOLLARS							
SAFARI	100	6.25	100.80	Feb 1999	2.00	-	Hambros Bank
SWEDISH KRONOR							
Crédit Foncier de France	1.5bn	7.50	100.00R	Feb 1999	0.25R	+20 (11 1/2-11 3/4)	Swiss Bank Corp.
Crédit Foncier de France	1.5bn	7.50	100.00R	Feb 1999	0.25R	+20 (11 1/2-11 3/4)	Morgan Stanley Int.
PERU							
DSL Finance	100	7.875	101.435	Feb 2004	1.875	-	BSN Midland Bank
ESCUROS							
Kingdom of Sweden	100	6.30	101.20	Feb 1999	101.20	-	BPI
SWISS FRANKS							
Kurama Corp. (Switz)	140	0.50R	100.00	Mar 1998	-	-	Nomura Bank (Switz)
Kurama Corp. (Switz)	140	0.50R	100.00	Mar 1998	-	-	Nomura Bank (Switz)

Final terms and non-callable unless stated. The yield spread over relevant government bonds at launch is supplied by the lead manager. \*Private placement. \*\*Convertible. \*\*\*With equity warrants. \*\*\*\*Floating rate note. \*\*\*\*\*Semi-annual coupon. R: Fixed rate offer price; less as shown at the offer price. b: Priced today at 100-165bps over Treasuries. c: Interest only accrues on days 3-mth Libor plus 100bps. d: Coupon range of 5-20%. e: Coupon range of 5-20%. f: Coupon range of 5-20%. g: Coupon range of 5-20%. h: Coupon range of 5-20%. i: Coupon range of 5-20%. j: Coupon range of 5-20%. k: Coupon range of 5-20%. l: Coupon range of 5-20%. m: Coupon range of 5-20%. n: Coupon range of 5-20%. o: Coupon range of 5-20%. p: Coupon range of 5-20%. q: Coupon range of 5-20%. r: Coupon range of 5-20%. s: Coupon range of 5-20%. t: Coupon range of 5-20%. u: Coupon range of 5-20%. v: Coupon range of 5-20%. w: Coupon range of 5-20%. x: Coupon range of 5-20%. y: Coupon range of 5-20%. z: Coupon range of 5-20%. aa: Coupon range of 5-20%. ab: Coupon range of 5-20%. ac: Coupon range of 5-20%. ad: Coupon range of 5-20%. ae: Coupon range of 5-20%. af: Coupon range of 5-20%. ag: Coupon range of 5-20%. ah: Coupon range of 5-20%. ai: Coupon range of 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## COMPANY NEWS: UK

Market share advances from 6% at flotation to 9% and 20% is seen

## Carpetright rises to £5.51m

By Maggie Urry

Carpetright, the retailer floated by Sir Phil Harris last year, reported interim profits of £5.51m in the 26 weeks to October 30, up from about £3m in the comparable 26 weeks of 1992 and £3.4m in the 26 weeks to November 14.

The shares, which were floated at 148p, yesterday fell 7p to 270p.

Sir Phil put the sharp rise in profits down to an increase in market share from about 6 per cent at the time of the float last June to about 9 per cent now, combined with a fast rate of new store openings.

Sales through comparable stores had risen by 19 per cent even though the carpet market was dull, falling by an estimated 5 per cent.

Carpetright's prices were 3 per cent or 3 pence lower than a year ago, as the benefit of deals with suppliers was passed on to customers.

Group turnover was £50.5m in the half year, compared with about £25m last time.

The rise in volume led to an increase in net margins from

8.4 per cent to 10.4 per cent, while gross margins were unchanged at about 45 per cent.

An interim dividend of 2.7p is declared, with earnings per share at 4.88p. Sir Phil said the split between interim and final would be 40:60.

He was "quite satisfied" with current trading, sales and profits in the January sales being above budget. He said the recently announced merger of Allied and Carpetland would allow Carpetright to increase its target of stores in the UK from 200 to 240.

However, he said the faster than expected rate of opening stores, up from an annual 20-25 to 30-35, meant that the target would be reached over the same three year period. By then he expected to have about 20 per cent of the UK carpet market.

Carpetright opened 13 stores in the first half taking the total to 127. By the financial year end there should be 147 stores.

After the proceeds of the flotation were used to repay the preference shares, the group



Sir Phil Harris, left, with Ian Sneyd, finance director: cash balances improved from £8m to £15.6m over six months

increased its cash from £7.98m in the May 1 balance sheet to £15.6m at October 30. Interest received was £264,000 in the half year.

Sir Phil said eventually Carpetright would like to buy the freeholds of its shops,

but these were currently too expensive. However, it planned to invest the cash in paying suppliers earlier in return for a discount. This would earn much more than keeping the cash in the bank, he said.

## Attwoods US arm pays \$4.5m fine

By Peter Franklin

Eastern Waste Industries, a US subsidiary of Attwoods, has reached a settlement which concludes the US government's investigation into its business.

KWI has pleaded guilty to a charge of mail fraud, and has paid a \$4.5m (\$2m) fine.

The position which led to the investigation was first disclosed by Attwoods itself in an internal audit from which it appeared that there had been over-billing by KWI for landfill services. This had arisen some years before Attwoods' acquisition of the business.

KWI has made restitution, with interest, to every customer affected, more than 90 per cent of whom have continued to deal with the company.

Attwoods said that the provision made in the accounts for the 1992 year was sufficient for both the fine and all reimbursements to customers.

Legal costs are expected to total some \$3m, and will be charged as an exceptional item in the accounts for the current year.

Attwoods is a leading waste management group, and provides services in the UK, mainland Europe, the US, the Caribbean and Israel.

## McKay Secs rises 54% to £1.35m

McKay Securities, the property investor and developer, achieved a substantial benefit from lower interest rates and achieved a 54 per cent rise in pre-tax profits from a restated £277,000 to £1.35m in the first half to September 30.

Gross rental income was little changed at £4.46m (£4.47m) and property sales reduced borrowings by 27m to £28m. Interest payable declined to £1.47m (£2.07m).

Gearing was reduced from 84 per cent to 67 per cent.

Earnings per share were 4p (2.9p) and the interim dividend is restored with a payment of 2.1p.

## Hampson jumps 47% and reviews expansion policy

By Paul Cheswright, Midlands Correspondent

Hampson Industries, the West Bromwich-based diversified industrial group, checked the trend of lower profits with a 47 per cent increase in the first half, accompanied by an increased interim dividend.

The improvement is encouraging the group, which in the face of difficult markets had been seeking growth organically, to review expansion plans.

"We may bring our acquisitions policy forward somewhat, but there is nothing imminent," said Mr Ian Walker, managing director.

Pre-tax profits for the half year to September 30 were £2.48m, against £1.69m, achieved on turnover from continuing operations of £43.5m (£35.3m).

Diluted earnings per share rose from 1.5p to 2.16p, while the interim dividend is lifted 25 per cent to 0.5p.

The group reported better performance across its four main activities: furniture, precision engineering with a concentration on aircraft refurbishment, cleaning and aluminium refining.

The furniture operations were badly hit last year by the devaluation of sterling which suddenly raised

imported raw material prices. Changing the source of the materials and introducing new product lines led to a return to profit by last May, Mr Walker said.

The improvement has helped reduce gearing. It was 72 per cent at the end of the 1992-93 first half and Mr Walker expects it to be just over 40 per cent by the end of this financial year.

Hampson is finding the upturn in its markets "patchy" but expects "results for the second half to be an improvement on the corresponding period last year" although it would not forecast the size of a profits increase.

## Board approach at Intl Food

By John Murrell

Directors of International Food Machinery said yesterday that approaches had been received from two parties interested in strengthening management and injecting working capital.

They added that the approaches were at a preliminary stage and that a further

statement would be made as soon as practicable.

Commenting on the 1993 year, directors said that while no indication of the results could yet be given, trading in the last two months "continued to be poor."

For 1993 profits before tax totalled £1.65m. In the opening six months of 1993 they rose from £292,000 to £278,000 but

in November the company warned that the full year figures were likely to be "substantially below" market estimates.

The food processing and refrigeration equipment company came to market in December 1992 with the shares priced at 51p.

They closed 3p lower yesterday at 20p.

## John D Wood back in black

By Garry Rimmer

Turnover of John D Wood, the estate agent, expanded 36 per cent from £2.37m to £3.22m and resulted in a return to profits with £388,000 at the pre-tax level for the six months to October 31, compared with losses

last time of £77,000.

Earnings per share were 2.9p (0.9p losses) and the USM-quoted company is returning to the dividend list - the last payment was 1.5p in 1991 - with an interim of 0.75p. All eight of the group's London sales offices performed well, "the market having

improved at all levels with the number of sales increasing by over 50 per cent", directors pointed out.

They added that since the end of October the recovery in volumes and house prices had been sustained "and we expect this trend to continue".

## Wm Ransom static at £0.29m

Static turnover and profits were yesterday reported by William Ransom, the pharmaceutical products maker, for the six months to end-September.

On turnover down from £3.4m to £3.31m pre-tax profits came out at £285,000 (£288,000). There was severe pressure on

prices but the weaker pound boosted exports.

Earnings per share worked through at 1.23p (1.24p) and in line with the company's previously stated intention to reduce disparity, the interim dividend is increased by 46 per cent to 0.76p (0.52p).

The company also

announced it had appointed Mr David Brown as chief executive.

Mr Brown, aged 53, is a qualified pharmacist and has held senior managerial positions with Amersham International and Serravallo Laboratories (UK). He will join the company on February 1.

## Airtours warns of higher interim losses

By Michael Stampfink, Leisure Industries Correspondent

Airtours, the travel group, yesterday warned shareholders to expect a significant increase in half-year losses as a result of recent acquisitions.

Mr David Crossland, chairman, told the AGM yesterday that while bookings were up, new acquisitions meant that seasonal

profit fluctuations were likely to be higher. Holiday companies usually incur losses over the winter months and make their profits in the summer.

In the first six months of last year, Airtours recorded a pre-tax loss of £15.5m, including nearly £5m spent on its unsuccessful bid for rival tour company Owners Abroad. Full-year pre-tax profits increased by 25 per cent to £45.5m.

Mr Crossland said holiday bookings for winter 1993-94 were currently up 46 per cent on the same time last year. Summer 1994 bookings were ahead 56 per cent.

Over the past two years, Airtours has purchased Aspro, a tour operator, and the Hogg Robinson and Pickfords travel agency chains. Hogg Robinson and Pickfords have been combined to form a chain called Going Places.

## Hill &amp; Smith shows sharp recovery to £4m

Hill & Smith, the West Midlands-based steel stockholding, forging and fabricated products company, reversed its downward spiral with pre-tax profits sharply increased over the 12 months to September 30.

On turnover marginally ahead to £87m, profits improved from £1.53m, restated for FRS 5, to £4.03m. Profits had shown a steady decline over the previous three years,

but Mr John Silk, chairman, said yesterday that all group business was profitable during the year, except the forging side and that was expected to return to the black in the next few months.

Earnings jumped to 9.91p (1.95p) and a final dividend of 4.1p lifts the total 10 per cent to 6.2p. The group also proposed its usual scrip issue, this time on a 1-for-10 basis.

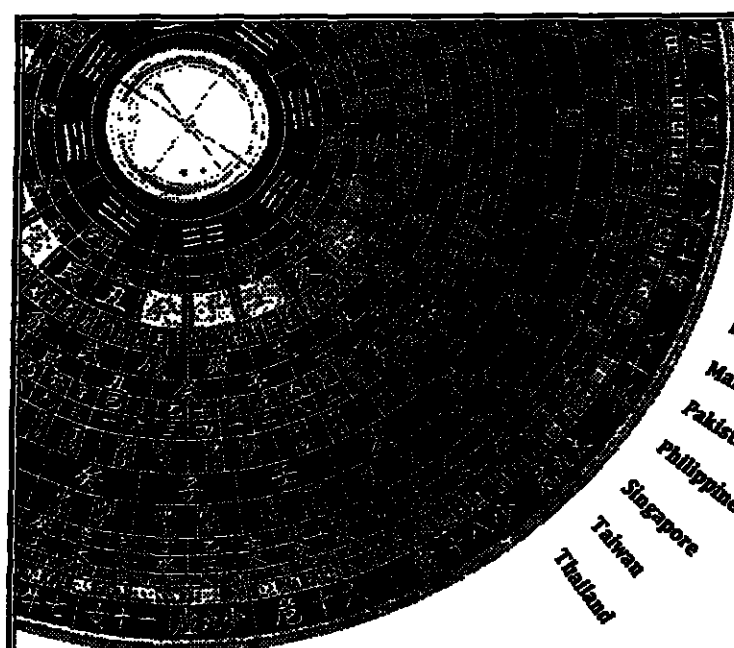
## Whinney Mackay-Lewis turns in reduced deficit

Continuing losses were yesterday reported by Whinney Mackay-Lewis for the six months to end-October, although a "significant improvement" is foreseen for the second half.

Helped by a lower interest charge of £12,000 (£244,000), the USM-quoted architect and planner turned in a reduced pre-tax loss of £282,000 (£283,000) on turnover of £1.3m

(£1.97m). Losses per share, however, widened from 3.7p to 4.3p.

Mr Jeremy Mackay-Lewis, chairman, said the level of commissions and enquiries had continued to improve, and the order book had increased substantially in recent months. Nevertheless, it could be a while yet before a resumption of dividends could be considered, he added.



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**Hysan Development**  
International Placement  
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43,385,000 shares @ HK\$14.95 each.  
March 1993

**Dah Sing Financial Holdings**  
International Placement  
**HK\$207,260,000**  
9,640,000 shares @ HK\$21.50 each.  
March 1993

**Champion Technology Holdings Ltd**  
International Placement  
**HK\$370,383,750**  
30,000,000 shares @ HK\$12.35 each.  
March 1993

**Hutchison Whampoa Warrants 1995**  
Covered warrant issue  
**HK\$153,900,000**  
30,000,000 warrants @ HK\$5.13 each.  
May 1993

**Ryden Development Ltd**  
International Placement  
**HK\$252,500,000**  
100,000,000 shares @ HK\$2.525 each.  
June 1993

**Indian Opportunities Fund**  
New Issue  
**US\$100,000,000**  
10,000,000 shares @ US\$10.00 each.  
August 1993

**Henderson Investment Ltd**  
International Placement  
**HK\$2,007,900,000**  
291,000,000 shares @ HK\$6.90 each.  
December 1993

**New World China Investment Ltd**  
New Issue  
**US\$200,000,000**  
20,000,000 shares @ US\$10.00 each.  
September 1993

**Technology Resources Industries Berhad**  
International Placement  
**M\$459,212,500**  
30,000,000 shares  
2,500,000 "A" shares  
20,670,000 shares  
19,330,000 "A" shares  
September 1993

**PT Dharma Sakiti Sejahtera**  
International Placement  
**IDR41,750,000,000**  
10,000,000 shares @ IDR4,175 each.  
November 1993

**Malaysian Helicopter Services**  
International Placement  
**M\$58,700,000**  
10,000,000 shares @ M\$5.87 each.  
September 1993

**Berjaya Leisure Berhad**  
International Placement  
**M\$93,000,000**  
20,000,000 shares @ M\$4.65 each.  
December 1993

**Powermatic Data Systems Ltd**  
International Placement  
**S\$14,400,000**  
9,000,000 shares @ S\$1.60 each.  
October 1993

**Shanghai Friendship & Overseas Chinese Co. Ltd**  
Placing Agent For New Issue  
**US\$6,864,000**  
15,000,000 shares @ US\$0.46 each.  
December 1993



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## COMMODITIES AND AGRICULTURE

## Aluminium prices slide as producer talks drag on

By Our Commodities Staff

Aluminium prices fell back sharply at the London Metal Exchange yesterday as traders became increasingly nervous about the outcome of the Brussels meeting at which leading producing countries were seeking a multilateral solution to the supply glut that recently drove prices to all-time lows in 1993.

In the morning some delegates had appeared hopeful as they entered on an unscheduled third day of negotiations. "We are moving towards an agreement," an Australian official told the Reuters news agency. And Mr Georgy Gabunia, leader of the Russian delegation, claimed that his team was adopting "a very positive approach".

A flood of Russian material on the world market following the collapse of the Soviet Union has been widely blamed for the present oversupply and

there were indications on Wednesday that agreement had eluded delegates during the first two days of talks because of Russia's determination not to shift from its opening offer.

The early bullishness of the delegates was reflected at the LME, where the aluminium price for delivery in three months rose to \$1,214 a tonne from Wednesday's close of \$1,205.50.

But the mood seemed to have changed as delegates emerged for the midday recess. Mr Gabunia was putting a brave face on things. "We are still talking," he told Reuters, "so we still hope to get an agreement." But a western diplomat reported that little progress had been made. "Most of the day's sessions have been between the US and the Russians," he added.

"That apparent erosion of earlier confidence sapped the spirit of the market, and as an agreed news blackout ruled out

further progress reports there was nothing to halt the ensuing price decline. As the talks dragged on into the evening the LME three months price closed at \$1,166.75 a tonne, having touched \$1,150 at one point.

Trade delegates were still struggling late last night to thrash out an agreement that would take enough aluminium capacity out of operation to give fresh heart to the market. Analysts believe cuts amounting to at least 1.5m tonnes a year, or about 10 per cent of current output, would be needed to achieve this.

Daily average primary aluminium output in December 1993 was down to 40,500 tonnes from 40,700 in November and 41,900 in December 1992, provisional figures from the International Primary Aluminium Institute show.

Total production in December (31 days) was 1.256m tonnes, compared with 1.22m in November (30 days) and 1.3m in December 1992.

## Brazilian move lifts coffee

By Deborah Hargreaves

Coffee prices staged a partial recovery after Wednesday's sharp fall and moved up \$11 a tonne yesterday to \$1,180 a tonne.

The market was buoyed by Brazil's announcement that it would rollover producers' debt, for which it is holding coffee as collateral. That means Brasilia will be able to hold on to the coffee rather than selling it in the open market. In fact, Brazil will enter the market again today when it stages its latest coffee auction.

Reports that the uprising in Guatemala today to review the retention scheme which came into operation in October. Although coffee prices have not risen much since the scheme came into operation, producers' actions have helped to support prices at their current level.

Colombia's decision to cut its export target by 1m bags because the harvest was turning out to be poorer than expected had already given support to the weak coffee market.

Coffee producers will meet in Guatemala today to review the retention scheme which came into operation in October. Although coffee prices have not risen much since the scheme came into operation, producers' actions have helped to support prices at their current level.

## Placer Dome outbids Newmont for big Peruvian gold deposit

By Sally Bowen in Lima

Placer Dome, of Canada, through its newly-established Peruvian subsidiary, snapped up the option on a Peruvian gold deposit owned by state mining company Mineroperu at auction in Lima yesterday.

It is Placer Dome's first Peruvian acquisition. Placer Dome offered a total of US\$1.1m over five years for the rights to the 3,500-hectare deposit known as Jhuamarcá, in the northern department of Lambayeque. It will also commit \$2.45m to development of the deposit.

The Canadian company, which is looking at a number of investment possibilities in Peru, outbid Newmont Mining, of the US, joint owner and operator of the recently-opened and hugely-profitable Yanacocha gold deposit in the department of Cajamarca. Newmont offered \$2m and Anaconda, of Chile, in association with a Peruvian company, \$1.8m.

Local representatives of Placer Dome described their offer as a "blow-out bid". "Geologically, it looks very attractive," said Mr Jose Antonio Olachea, legal representative. Jhuamarcá was discovered in 1970 and has been partially explored with assistance from Japanese mining engineers. Initial tests indicate the ore contains around one gramme of gold per tonne, between 160 and 480 grammes per tonne of silver and up to nine per cent zinc. Placer will have three years to complete further studies before a definitive contract is signed.

Next on the Mineroperu self-off calendar is its modern copper refinery located in the southern port of Ilo. The sale date is February 2 and five potential purchasers have been pre-qualified to bid - Southern Peru Copper Corporation and Cyprus Minerals, both from the US; Mitsui and Marubeni, of Japan; and Britain's Montagu Mining and Finance.

The Ilo refinery is up to date and relatively efficient. It presently exists solely to produce 99.99 pure copper cathodes from SPCC's blister under a tolling agreement. This requires SPCC to pay \$300 a tonne, refined, considerably above the international norm, hence the US-owned company's interest in acquiring the refinery for itself.

The minimum price for Ilo has been set at \$75m with an additional investment commitment of \$25m over three years.

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## Comex board gives approval for merger with Nymex

By Laurie Morse in Chicago

The Board of Governors of New York's metals exchange, the Comex, gave the nod to a merger with its neighbour the New York Mercantile Exchange at a meeting Wednesday night.

Comex board approval is expected to set off an active lobbying effort to persuade members of both exchanges to vote for the merger.

Nymex and Comex members will receive a proxy statement detailing the merger proposal within four or five weeks, with a vote to be scheduled shortly afterward. A two-thirds majority of the Comex members voting and a majority of Nymex members voting is required to approve the merger.

The Irish cattle herd now stands at 7m head, its highest since 1978. The national sheep flock has declined by 3 per cent to 8.7m, the first drop in a decade, while the pig herd has continued to grow to a record level of 1.5m head.

One of the problems for the beef processors is that much of the increase in cattle output has been accounted for by live exports, while throughput at meat export plants has declined by 8 per cent "to its lowest level since 1980", according to CBF.

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## MARKET REPORT

## London silver market bounces

LONDON SILVER prices bounced yesterday, moving past the technical target of 530 US cents an ounce for spot metal. But the market floundered as it approached its recent highs above 540 cents and closed at 532.50 cents a lb, up 7 cents on the day.

At the New York Commodity Exchange (Comex), however, the March futures price sustained an early fall to 522 cents an ounce before rallying in late trading to 538 cents, down 6.7 cents on the day. The New York silver market has been very volatile of late, with the March position registering a 23-cent swing on Wednesday. "Silver is fairly thin on Comex and just a few people can move the market," a London dealer explained.

The London GOLD price moved up cautiously early on

## FT GOLD MINES INDEX

Weekly values	Jan. 19	% chg on week
Index	2,218.0	+0.3
Regional indices		
Africa	3,039.9	-5.8
Australasia	2,562.3	+2.0
North America	2,508.5	+4.2
Gold PM Fix	\$391.70	+1.5

Indicates "Per Troy ounce, indices in US\$ terms, based at 1,000 on 31/12/92. Daily publication will begin on 10/2/94.

but with physical interest scarce the gain was pared back to 90 cents at \$382.30 an ounce. "It is swamped by the paper side. Physical demand may indicate support areas but it cannot give the market a significant push," one dealer said.

At the London Commodity Exchange the COCOA futures market steadied in the after-

noon after sustaining sharp losses before lunch. The May quotation closed \$15 down at \$208 a tonne after reaching \$229 at one time.

Traders read little into the move, saying the market was still holding its recent wide range. "Until we break \$200 or \$248, then it's not a break into new territory," one commented.

London Metal Exchange contracts were generally lower, the exception being LEAD, which saw the three months position reach \$524 a tonne before running into resistance. At the close it was quoted at \$520.75 a tonne, up \$10.25 on the day.

ZINC ended easier but underlying support towards \$1,020 a tonne stemmed the fall.

Compiled from Reuters

## UN's aid agency for small farmers faces funding crisis

By John Madeley

The United Nations' small farmer agency, the International Fund for Agricultural Development, is facing a financial crisis because the countries that provide funds have been unable to agree over replenishing its kitty.

Delegates from over 140 countries are to meet in Rome from January 26 to 31 for a crucial meeting of IFA's governing council that could

decide to look for alternative means of financing.

The Rome-based agency, set up in 1977, is jointly funded by western countries and members of the Organisation of Petroleum Exporting Countries. It makes interest-free loans to poorer farmers that are often missed by other agencies. In 1993, it committed US\$268m to projects in 33 countries.

But funds have been shrinking after years of disputes

between donors. In its early years, IFA was receiving about \$1,000m for its three-year work cycles and donors have agreed that it should receive \$600m for its next three years' work.

Last October, however, Saudi Arabia, the biggest Opec contributor, announced that it would give only \$3m, instead of the \$30m it gave for the present cycle. The Saudis want IFA to be funded in a different way.

The agency's president, Mr Fawzi Al-Sultan, of Kuwait,

will propose at next week's meeting that a committee be set up to look at alternative ways of raising money. But this could take a year to report.

While other countries could make up the Saudi Arabian shortfall, donors such as Britain and Canada have cut their aid to developing countries. But the Netherlands and Scandinavian countries might be prepared to pay more. "The fund is very highly regarded

and this could help to save it," said an official of a European donor country.

IFA earns about \$150m a year from its own investments and loans and has enough money for its work this year. But unless donors agree to replenish the fund, it may not be viable and will have to cut back or even close in 1995.

African countries would be the hardest hit if IFA cut back or closed. About two-fifths of its loans have gone to Africa.

## COMMODITIES PRICES

## BASE METALS

## LONDON METAL EXCHANGE

(Prices from Antismelted Metal Trading)

## ALUMINIUM, 99.7% Purity (per tonne)

Close 1168-5 1168-5-7  
Previous 1168-7 1168-5  
High/Low 1168-7 1168-5  
AM Official 1168-3 1168-5  
Kerb close 1168-3 1168-5  
Open int. 271,248  
Total daily turnover 75,397

## ALUMINIUM ALLOY (per tonne)

Close 1026-8 1026-3  
Previous 1019-21 1043-5-6  
High/Low 1019-21 1043-5-6  
AM Official 1040-5 1040-5  
Kerb close 1040-5 1040-5  
Open int. 2,656  
Total daily turnover 462

## LEAD (per tonne)

Close 508-9 520-5-1  
Previous 497-8 510-1  
High/Low 497-8 510-1  
AM Official 502-5-3 515-6  
Kerb close 502-5-3 515-6  
Open int. 32,678  
Total daily turnover 6,865

## NICKEL (per tonne)

Close 5710-20 5775-80  
Previous 5780-5 5845-50  
High/Low 5780-5 5845-50  
AM Official 5690-5 5755-50  
Kerb close 5690-5 5755-50  
Open int. 50,560  
Total daily turnover 6,108

## TIN (per tonne)

Close 4990-5000 5040-50  
Previous 5005-10 5050-50  
High/Low 5005-10 5050-50  
AM Official 4993-8 5045-50  
Kerb close 4993-8 5045-50  
Open int. 17,620  
Total daily turnover 4,925

## ZINC, special high grade (per tonne)

Close 1015-5-4.5 1034-3  
Previous 1008 1036-10  
High/Low 1008 1036-10  
AM Official 1008-5-9 1027-5-4.5  
Kerb close 1008-5-9 1027-5-4.5  
Open int. 10,040  
Total daily turnover 22,751

## COPPER, grade A (per tonne)

Close 1899-50 1899-2-5  
Previous 1893-4 1899-7  
High/Low 1893-4 1899-7  
AM Official 1897-1556 1899-1045  
Kerb close 1897-1556 1899-1045  
Open int. 260,822  
Total daily turnover 86,564

## LME AM Official C/S rates, 1.4955

LME Closing C/S rate, 1.4955

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## LONDON STOCK EXCHANGE

## MARKET REPORT

## Share prices dip as confidence is challenged

By Terry Byland, UK Stock Market Editor

Optimism was punctured across the range of the UK stock market yesterday, after the Bundesbank made no move on interest rates and the second line stocks reacted from the turmoil of the previous session. The blue chip stocks moved nervously after losing an early out in base rates from the exchequer, and it was left to specific corporate situations to provide the focus.

Confidence in the progress of the domestic economy was challenged before the session by a gloomy report from the British Chambers of Commerce. Strength in sterling also discouraged investors in the leading UK export companies.

The FT-SE 100 index moved erratically, reflecting the new uncertainty in the market following the significant outperformance of the FT-SE Mid 250 index since the turn of the year.

An early fall of 12 points on the FT-SE 100 was quickly recovered with the help of the December contract in the stock index futures sector. A strong gain in Guinness shares on the restructured link with LVMH, the French luxury goods and drinks group, and in a handful of other leading stocks, boosted the footsie.

But support waned after the meeting of the Bundesbank policy council failed to produce favourable news on interest rates, and the index soon showed a net fall of 16 points. There was little significant selling, however, and share prices steadied as Wall Street opened with

Account Dealing Dates		
First Dealings	Jan 17	Jan 31
Open Dealings	Jan 17	Jan 31
Last Dealings	Jan 27	Feb 10
Account	Jan 24	Feb 11
Settlement	Jan 24	Feb 11

a gain of 5 Dow points in UK trading hours.

The final reading put the FT-SE 100-share index at 3,470 for a final loss of 5.1 points. The FT-SE Mid 250 index, which was driven ahead so strongly on Wednesday by options-related dealings, fell steadily to close 43.4 off at 1,054.

Dealers said that, once again, the UK stock market appeared sharply divided. The leading 100 stocks,

which are dominated by the big fund managers, lacked direction. Many managers wanted to increase investment in the Mid 250 range which has outperformed the footsie this month, but found it very difficult to get cash into what are often extremely tight markets in these second line issues.

Meanwhile, the uncertainty over the progress of the UK economy, and thus over base rate prospects, left fund managers unsure of the outlook across the blue chip sectors. This left investors to concentrate on specific features, including Guinness, where nearly 30m shares traded, and in BOC, RTZ and Standard Chartered.

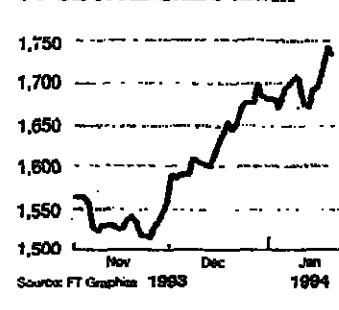
Sea volume remained very high at 1.1bn shares, with non-SeaQ trade at around 64 per cent of the total. In the previous session, retail

value on the SeaQ volume of 1.32m shares fell to £1.13bn, reflecting the focus on second line issues.

Traders admitted to concern over this week's developments in the Mid 250 stocks, which had been prompted by moves by a leading marketmaker to offer warrants on the stocks, regarded as an attempt to offer a futures instrument on the Mid 250 index to follow the significant success of the future contract on the FT-SE 100 Share Index.

The Footsie future has become an important driving force behind the index itself and the growth of interest in the Mid 250 range has brought expectations that a similar instrument will be welcomed in this sector. However, this week has reinforced worries over the market liquidity supporting the FT-SE Mid 250 and 350 indices.

## FT-SE-A All-Share Index



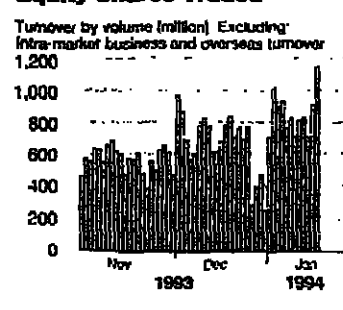
## Key Indicators

Indices and ratios		
FT-SE 100	3470.0	-5.1
FT-SE Mid 250	1054.0	-43.4
FT-SE-A 350	1754.3	-6.3
FT-SE-A All-Share	1738.06	-5.72
FT-SE-A All-Share yield	3.28	(8.29)

## Best performing sectors

1	Spirits, Wines & Cider	+4.2
2	Extractive Industries	+2.9
3	Gas Distribution	+1.0
4	Oil Exploration & Prod	+1.0
5	Electricity	+0.9

## Equity Shares Traded



Worst performing sectors		
1	Life Assurance	-2.1
2	Pharmaceuticals	-2.0
3	Retailers, Food	-1.6
4	Property	-1.6
5	Other Financial	-1.5

## Guinness strong on deal

The surprise restructuring move by Guinness and LVMH sent the shares in the former surging forward as drinks analysts hailed it as a fundamental change in the stock's rating.

The deal, in which the French group reduces its holding in Guinness which in turn switches its LVMH stake into Moët-Hennessy (owned by LVMH), was said to go a long

way to answering market criticisms of the UK group.

Chief among these was the potential instability threatened by LVMH, whose media ambitions were seen increasingly at odds with those of Guinness. LVMH has also given additional safeguards on its new 20 per cent holding.

Mr Andrew Holland at Kleinwort Benson, who yesterday moved Guinness off the sell list for the first time in 18 months, said: "The deal improves at a time when they sorely need it."

Guinness' enthusiasm, Mr Geoff Collier at NatWest said: "This deal removes any remaining uncertainties surrounding the UK group."

rounding the stock. On a two-year view, Guinness has got the best earnings growth potential in the sector.

However, there was some consternation at Guinness's timing. After the company spoke to some brokers last week, several analysts downgraded the stock, one house apparently cutting its profits forecast and issuing a sell note yesterday morning just as the restructuring news was announced.

The shares closed 49 up at 521p with a hefty 25m trade, the fourth highest ever and the largest daily volume for two and half years.

There was no stopping the

bull run in Standard Chartered shares, which outpaced the rest of the banks sector, the FT-SE 100 index and the wider equity market as institutions focused on the bank's outstanding earnings growth potential based on its pre-eminent position in the Far East.

An ever-tightening stock shortage was also cited as helping to squeeze the share price higher. Revised speculation of a possible takeover bid for the bank was disregarded by some traders, who reported signs of panic buying by marketmakers caught short of stock. "Put simply, the shares were underpriced and are now beginning to reflect the big upside potential in profits," said one dealer.

A welter of buying interest, both domestic and overseas, drove Standard Chartered shares up 87, or 7 per cent to a record close of 1,334p, only marginally the all-time high of 1334p reached in mid-afternoon. Turnover was an above-average 1.6m shares.

Bank specialists said much of the heavyweight buying interest in the stock had been triggered by the Cazenove buy recommendation issued on Wednesday which highlighted the stock's relative cheapness against the likes of HSBC and Bank of East Asia.

However, some of the market's more cautious analysts pointed out that Standard shares outperformed the market by 20 per cent in 1992 and 75 per cent in 1993 and that in the absence of a takeover bid the shares looked fairly valued.

Shares in Kingfisher fell sharply as the stores group finally acceded to pressure to make a broad-based statement in the wake of the recent Dixons price warning.

Although widely expected, weak sales at Comet and Darty and sluggish margins still managed to shake investor confidence.

Analysts cut forecasts by around 5 per cent to about £300m. The shares, which have had a strong run since the November budget, checked only by the Dixons news, are likely to be weak ahead of results in March. The stock

restructuring package forecast to save £60m over the next three years.

The restructuring will involve 1,700 staff losing their jobs worldwide and £55m of provisions but the market decided all the bad news was now out of the way and bought the shares up 33 to 689p.

Analysts cut their forecasts for this year by around £55m to between £255m and £265m to take the provisions in to account but raised estimates for next year and 1996.

Chemicals group ICI came under further attack as USB published a review with a short-term sell recommendation attached. The house told clients that the dismal state of the industry in continental Europe, a £20m hit from adverse exchange rate movement, diminishing scope for further cost cuts and fears of an oil price hike would hold the company back. It sees the shares falling as low as 700p before yield benefits kick in.

Yesterday, the stock slid 12 to 755p.

Pharmaceuticals stocks were under pressure following USF's selling that began after Pfizer announced a sharp slowdown in sales late on Wednesday. Glaxo was further affected by a downgrade from Kleinwort Benson and tumbled 30 to 681p. SmithKline Beecham fell 7 to 432p and Zeneca 16 to 808p.

Speculation of further trouble in the stores sector circulated, with MFI attracting attention as a potential candidate for reporting dual trading news with its results in two weeks. The shares retreated, closing 7p adrift at 183p.

Bank shares ran ahead towards the close, with Bank of Scotland setting 7p, firmer at 332p and Lloyds 2 up at 649p after Kleinwort Benson buy notes and Barclays closing 8 up at 617p with Morgan Stanley said to be about to publish a strong buy recommendation on the shares today.

In the composite insurance, Commercial Union benefited from switching out of General Accident, the former setting 5 up at 883p and the latter 15 off at 725p. Falk that one market-maker had finally placed a line of 3m shares in Sun Alliance saw the shares edge up 2 to 391p.

Disappointing new business figures unsettled Prudential which retreated 11 to 765p and London & Manchester which slumped 23 to 413p.

Mining group RTZ Corp gained 31p to 876p on the back of rising metal prices.

Courtauld Textiles dropped 30 to 539p when one agency broker attempted to place a line of stock just as the steam went out of the Mid-250 index.

United Newspapers fell 9 to 673p in response to the latest newspaper circulation figures which showed that the group's Daily Express had been hit by the Times price cuts.

## EQUITY FUTURES AND OPTIONS TRADING

A dull but reflective session in the derivatives sector saw the Footsie March future challenge but fail to break through the 3,500 barrier, though turnover in the traded options remained high, writes Joel Kibazo.

The first trade in the March contract on the FT-SE 100 was struck at 3,485, down 16

points from Wednesday's record close, and was followed by sporadic selling which sent it lower. Several mid-morning buying orders brought about a rally, which drove March strongly forward to the day's peak of 3,499, after which it ran out of steam and drifted for the next few hours.

The failure of the

Bundesbank to make any move on interest rates, flushed out more sellers sending March to its low point of 3,471. It finished at 3,482. With the premium having been maintained throughout the session, the closing level was 9 points ahead of the FT-SE 100 value premium to cash of about 6 points. Volume returned to more modest levels finishing at 11,962 lots.

Dealers said volatility in several FT-SE 100 stocks was responsible for continued high volume in the traded options which saw a total of 50,153 contracts traded. Volume in FT-SE 100 options was significantly down at 10,335 lots against Wednesday's 25,000 but the Euro FT-SE 100 was busy, trading 10,354 lots.

## TRADING VOLUME

Major Stocks yesterday	Vol.	Closing	Day's Range
ASDA Group	8,800	614	-14
Asda Nominate	3,000	515	-5
Asda Retail	1,200	515	-5
Asda Retail	1,200	515	-5
Asda Retail	1,200	515	-5
Asda Retail	1,200	515	-5
Asda Retail	1,200	515	-5
Asda Retail	1,200	515	-5
Asda Retail	1,200	515	-5
Asda Retail	1,200	515	-5

NEW HIGHS AND LOWS FOR 1993/94

NEW HIGHS 1993  
 (1) ASDA GROUP (2) ASDA NOMINATED (3) ASDA RETAIL (4) ASDA RETAIL (5) ASDA RETAIL (6) ASDA RETAIL (7) ASDA RETAIL (8) ASDA RETAIL (9) ASDA RETAIL (10) ASDA RETAIL (11) ASDA RETAIL (12) ASDA RETAIL (13) ASDA RETAIL (14) ASDA RETAIL (15) ASDA RETAIL (16) ASDA RETAIL (17) ASDA RETAIL (18) ASDA RETAIL (19) ASDA RETAIL (20) ASDA RETAIL (21) ASDA RETAIL (22) ASDA RETAIL (23) ASDA RETAIL (24) ASDA RETAIL (25) ASDA RETAIL (26) ASDA RETAIL (27) ASDA RETAIL (28) ASDA RETAIL (29) ASDA RETAIL (30) ASDA RETAIL (31) ASDA RETAIL (32) ASDA RETAIL (33) ASDA RETAIL (34) ASDA RETAIL (35) ASDA RETAIL (36) ASDA RETAIL (37) ASDA RETAIL (38) ASDA RETAIL (39) ASDA RETAIL (40) ASDA RETAIL (41) ASDA RETAIL (42) ASDA RETAIL (43) ASDA RETAIL (44) ASDA RETAIL (45) ASDA RETAIL (46) ASDA RETAIL (47) ASDA RETAIL (48) ASDA RETAIL (49) ASDA RETAIL (50) ASDA RETAIL (51) ASDA RETAIL (52) ASDA RETAIL (53) ASDA RETAIL (54) ASDA RETAIL (55) ASDA RETAIL (56) ASDA RETAIL (57) ASDA RETAIL (58) ASDA RETAIL (59) ASDA RETAIL 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## OTHER FINANCIAL

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● FT Cityline Unit Trust Prices are available over the telephone. Call the FT Cityline Help Desk on (071) 873 4378 for more details.

Company	Price	Offer	Change	Yield	Dividend	Company	Price	Offer	Change	Yield	Dividend	Company	Price	Offer	Change	Yield	Dividend	Company	Price	Offer	Change	Yield	Dividend
150 Unit Trusts - Cont'd						AXA Equity & Life Ins. Assoc. - Cont'd						Britannia Life Ltd						Crown Financial Management Ltd - Cont'd					
Continental Ind. 1000000	69.00	72.00	+3.00	4.50	1.00	Continental Ind. 1000000	111.0	112.0	+1.0	4.50	1.00	Continental Ind. 1000000	111.0	112.0	+1.0	4.50	1.00	Continental Ind. 1000000	111.0	112.0	+1.0	4.50	1.00
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Continental Ind. 3000000	75.00	78.00	+3.00	4.50	1.00	Continental Ind. 3000000	75.00	78.00	+3.00	4.50	1.00	Continental Ind. 3000000	75.00	78.00	+3.00	4.50	1.00	Continental Ind. 3000000	75.00	78.00	+3.00	4.50	1.00
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Continental Ind. 6000000	84.00	87.00	+3.00	4.50	1.00	Continental Ind. 6000000	84.00	87.00	+3.00	4.50	1.00	Continental Ind. 6000000	84.00	87.00	+3.00	4.50	1.00	Continental Ind. 6000000	84.00	87.00	+3.00	4.50	1.00
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Continental Ind. 13000000	105.00	108.00	+3.00	4.50	1.00	Continental Ind. 13000000	105.00	108.00	+3.00	4.50	1.00	Continental Ind. 13000000	105.00	108.00	+3.00	4.50	1.00	Continental Ind. 13000000	105.00	108.00	+3.00	4.50	1.00
Continental Ind. 14000000	108.00	111.00	+3.00	4.50	1.00	Continental Ind. 14000000	108.00	111.00	+3.00	4.50	1.00	Continental Ind. 14000000	108.00	111.00	+3.00	4.50	1.00	Continental Ind. 14000000	108.00	111.00	+3.00	4.50	1.00
Continental Ind. 15000000	111.00	114.00	+3.00	4		Continental Ind. 15000000	111.00	114.00	+3.00	4		Continental Ind. 15000000	111.00	114.00	+3.00	4		Continental Ind. 15000000	111.00	114.00	+3.00	4	
Continental Ind. 16000000	114.00	117.00	+3.00	4.50	1.00	Continental Ind. 16000000	114.00	117.00	+3.00	4.50	1.00	Continental Ind. 16000000	114.00	117.00	+3.00	4.50	1.00	Continental Ind. 16000000	114.00	117.00	+3.00	4.50	1.00
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Continental Ind. 20000000	126.00	129.00	+3.00	4.50	1.00	Continental Ind. 20000000	126.00	129.00	+3.00	4.50	1.00	Continental Ind. 20000000	126.00	129.00	+3.00	4.50	1.00	Continental Ind. 20000000	126.00	129.00	+3.00	4.50	1.00
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Continental Ind. 27000000	147.00	150.00	+3.00	4.50	1.00	Continental Ind. 27000000	147.00	150.00	+3.00	4.50	1.00	Continental Ind. 27000000	147.00	150.00	+3.00	4.50	1.00	Continental Ind. 27000000	147.00	150.00	+3.00	4.50	1.00
Continental Ind. 28000000	150.00	153.00	+3.00	4.50	1.00	Continental Ind. 28000000	150.00	153.00	+3.00	4.50	1.00	Continental Ind. 28000000	150.00	153.00	+3.00	4.50	1.00	Continental Ind. 28000000	150.00	153.00	+3.00	4.50	1.00
Continental Ind. 29000000	153.00	156.00	+3.00	4.50	1.00	Continental Ind. 29000000	153.00	156.00	+3.00	4.50	1.00	Continental Ind. 29000000	153.00	156.00	+3.00	4.50	1.00	Continental Ind. 29000000	153.00	156.00	+3.00	4.50	1.00
Continental Ind. 30000000	156.00	159.00	+3.00	4.50	1.00	Continental Ind. 30000000	156.00	159.00	+3.00	4.50	1.00	Continental Ind. 30000000	156.00	159.00	+3.00	4.50	1.00	Continental Ind. 30000000	156.00	159.00	+3.00	4.50	1.00
Continental Ind. 31000000	159.00	162.00	+3.00	4.50	1.00	Continental Ind. 31000000	159.00	162.00	+3.00	4.50	1.00	Continental Ind. 31000000	159.00	162.00	+3.00	4.50	1.00	Continental Ind. 31000000	159.00	162.00	+3.00	4.50	1.00
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Continental Ind. 33000000	165.00	168.00	+3.00	4.50	1.00	Continental Ind. 33000000	165.00	168.00	+3.00	4.50	1.00	Continental Ind. 33000000	165.00	168.00	+3.00	4.50	1.00	Continental Ind. 33000000	165.00	168.00	+3.00	4.50	1.00
Continental Ind. 34000000	168.00	171.00	+3.00	4.50	1.00	Continental Ind. 34000000	168.00	171.00	+3.00	4.50	1.00	Continental Ind. 34000000	168.00	171.00	+3.00	4.50	1.00	Continental Ind. 34000000	168.00	171.00	+3.00	4.50	1.00
Continental Ind. 35000000	171.00	174.00	+3.00	4.50	1.00	Continental Ind. 35000000	171.00	174.00	+3.00	4.50	1.00	Continental Ind. 35000000	171.00	174.00	+3.00	4.50	1.00	Continental Ind. 35000000	171.00	174.00	+3.00	4.50	1.00
Continental Ind. 36000000	174.00	177.00	+3.00	4.50	1.00	Continental Ind. 36000000	174.00	177.00	+3.00	4.50	1.00	Continental Ind. 36000000	174.00	177.00	+3.00	4.50	1.00	Continental Ind. 36000000	174.00	177.00	+3.00	4.50	1.00
Continental Ind. 37000000	177.00	180.00	+3.00	4.50	1.00	Continental Ind. 37000000	177.00	180.00	+3.00	4.50	1.00	Continental Ind. 37000000	177.00	180.00	+3.00	4.50	1.00	Continental Ind. 37000000	177.00	180.00	+3.00	4.50	1.00
Continental Ind. 38000000	180.00	183.00	+3.00	4.50	1.00	Continental Ind. 38000000	180.00	183.00	+3.00	4.50	1.00	Continental Ind. 38000000	180.00	183.00	+3.00	4.50	1.00	Continental Ind. 38000000	180.00	183.00	+3.00	4.50	1.00
Continental Ind. 39000000	183.00	186.00	+3.00	4.50	1.00	Continental Ind. 39000000	183.00	186.00	+3.00	4.50	1.00	Continental Ind. 39000000	183.00	186.00	+3.00	4.50	1.00	Continental Ind. 39000000	183.00	186.00	+3.00	4.50	1.00
Continental Ind. 40000000	186.00	189.00	+3.00	4.50	1.00	Continental Ind. 40000000	186.00	189.00	+3.00	4.50	1.00	Continental Ind. 40000000	186.00	189.00	+3.00	4.50	1.00	Continental Ind. 40000000	186.00	189.00	+3.00	4.50	1.00
Continental Ind. 41000000	189.00	192.00	+3.00	4.50	1.00	Continental Ind. 41000000	189.00	192.00	+3.00	4.50	1.00	Continental Ind. 41000000	189.00	192.00	+3.00	4.50	1.00	Continental Ind. 41000000	189.00	192.00	+3.00	4.50	1.00
Continental Ind. 42000000	192.00	195.00	+3.00	4.50	1.00	Continental Ind. 42000000	192.00	195.00	+3.00	4.50	1.00	Continental Ind. 42000000	192.00	195.00	+3.00	4.50	1.00	Continental Ind. 42000000	192.00	195.00	+3.00	4.50	1.00
Continental Ind. 43000000	195.00	198.00	+3.00	4.50	1.00	Continental Ind. 43000000	195.00	198.00	+3.00	4.50	1.00	Continental Ind. 43000000	195.00	198.00	+3.00	4.50	1.00	Continental Ind. 43000000	195.00	198.00	+3.00	4.50	1.00
Continental Ind. 44000000	198.00	201.00	+3.00	4.50	1.00	Continental Ind. 44000000	198.00	201.00	+3.00	4.50	1.00	Continental Ind. 44000000	198.00	201.00	+3.00	4.50	1.00	Continental Ind. 44000000	198.00	201.00	+3.00	4.50	1.00
Continental Ind. 45000000	201.00	204.00	+3.00	4.50	1.00	Continental Ind. 45000000	201.00	204.00	+3.00	4.50	1.00	Continental Ind. 45000000											

	Old Price	New Price	% Change	Yield Change
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[illegible]

	Std Price	Other Price	+ or -	Year
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## MARKETS REPORT

## German moves confuse

A SERIES OF unexpected, and oddly timed announcements from the Bundesbank left the foreign exchange markets bemused and somewhat wrong-footed on a day described by one analyst as "remarkable", writes Emma Tucker.

An early announcement from the German central bank that it had decided to leave its official discount and Lombard rates unchanged was widely expected and made little impact on the D-Mark.

However, the Bundesbank did not make any comment on the repo rate, prompting speculation that next week it would ease monetary conditions either via a lower fixed repo rate, or by reintroducing a variable rate.

Euromark futures traded up on the news, but dropped when half an hour later the Bundesbank - in what looked like an afterthought - announced it would set the next two securities repo tenders at a fixed 6 per cent.

Further confusing matters, the Bundesbank announced in the afternoon that it intended to reduce and restructure its minimum reserve requirements in a move to improve the competitiveness of Germany's banks.

The Bundesbank said it was scrapping the progressive rate on minimum reserve requirements on sight deposits and introducing a flat rate of 5 per cent.

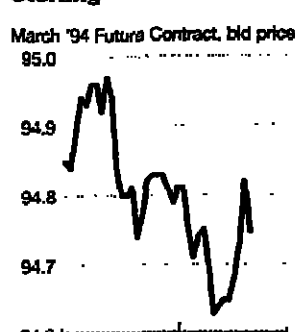
The Bank of England sent a clear signal to the UK money markets yesterday that it was unhappy with recent speculation of a cut in interest rates. It attempted to quash further speculation, by not offering an early round of assistance in spite of a relatively large shortage of £1.2bn.

As a result of this unexpected behaviour - the market virtually takes for granted an early round when the shortage is higher than £1bn - the overnight rate shot up to 5 1/2 per cent.

Stare enough, the net effect of the Bundesbank's various moves was to boost the D-Mark against the dollar.

"The fact that the reserves changes could be good for German banks, and potentially good for the economy, and the fact that the repo rate was held at 6 per cent means that the

## Sterling



Source: FT Graphs

result of the day's moves was beneficial for the D-Mark," said Mr Jeremy Hawkins, of Bank of America.

The dollar shot up half a penny against the D-Mark, after the announced changes to the reserve requirements, but dropped back once the Bundesbank made it clear that it would mop up extra liquidity resulting from the move, through its regular money market operations. The dollar closed at DM1.7358, down from the previous day's DM1.744, as strong housing starts data failed to deliver a decisive boost to the currency.

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Having opened at 5 1/2, it moved up 1/4 of a point to close at 5 1/2 per cent.

"It's a slap on the wrist," said one dealer of the Bank's move. "The Bank is saying don't be stupid boys. Rates are where we set them, not where you want them and they are staying where they are at the moment." "My guess is the Bank does not like where three-month money is at the moment, they think it's too low," said another.

The March short sterling contract traded in a wide range, reflecting the Bank's operations. From an opening of 94.82 it dropped as low as 94.72 to close at 94.75.

In early trading the pound was buoyant, following a radio interview in the morning during which Mr Kenneth Clarke, the chancellor, sought to calm expectations for another interest rate cut.

"What you have to do is set yourself a clear idea of when you change interest rates and stick to it, not be influenced by what the papers say in the morning," said Mr Clarke. He added that in the medium term the government needed to keep inflation down because for the businesses now enjoying the recovery, "most of them know that inflation could be a serious check to that recovery".

The pound did not sustain its lift, however, mainly because of D-Mark gains and closed down a fraction at DM1.6929, compared with Wednesday's DM1.6916. Against the dollar it was slightly higher, closing at \$1.9396.

The Swedish crown was weaker after a 1/4 point cut in Sweden's marginal interest rate to 7.5 per cent. Analysts said the cut confirmed the central bank's cautious approach to monetary policy and its desire to see a sustained strengthening of the crown.

Turkey's central bank hoisted interest rates sharply to halt a run on the lira, but banks remained reluctant to lend more to the treasury.

The lira ended at 17,000 to the dollar on the inter-bank market after slumping 12.1 per cent on Wednesday to 18,500, after the central bank jacked up weekly interest rates to 135 per cent from 105 per cent.

## POUND SPOT FORWARD AGAINST THE POUND

Jan 20		Closing mid-point	Change on day	Bi- annual spread	Day's Mid high low	One month Rate % p.a.	Three months Rate % p.a.	One year Rate % p.a.	Bank of Eng index					
Europe														
Austria	(Sch)	18.2975	+0.0110	907	0.43	18.2880	18.2870	18.3013	-0.2	18.3106	-0.3	-	113.5	
Belgium	(Bfr)	54.2685	+0.0065	267	123	54.2373	54.1916	54.3545	-1.9	54.5095	-1.8	54.8445	-1.1	112.5
Denmark	(Dkr)	10.1347	+0.0036	230	401	10.1610	10.1083	10.1447	-1.2	10.1542	-0.8	10.1597	-0.2	114.8
Finland	(Fmk)	8.8452	+0.0036	531	709	8.8596	8.8431	8.8747	-1.3	8.8863	-1.0	8.9003	-0.4	81.1
France	(Ffr)	6.8645	+0.0036	605	880	6.8835	6.8572	6.8974	-1.3	6.9090	-1.0	6.9230	-0.4	107.8
Germany	(M)	2.9029	+0.0013	200	637	2.9185	2.9500	2.9800	-0.8	2.9965	-0.6	2.9971	-0.2	122.4
Greece	(Dr)	372.938	+0.448	726	150	374.823	372.422							
Ireland	(Ir)	1.0406	+0.001	401	415	1.0465	1.0401	1.0414	-0.7	1.0423	-0.6	1.0448	-0.4	76.1
Italy	(L)	2543.09	+6.74	131	486	2550.72	2531.94	2549.89	-3.2	2561.49	-2.9	2605.84	-2.5	76.1
Luxembourg	(Lfr)	46.2896	+0.0066	267	123	46.4373	46.3518	46.3545	-1.9	46.5454	-1.8	46.7445	-0.9	112.5
Netherlands	(F)	2.9173	+0.0035	150	401	2.9317	2.9100	2.9174	-0.2	2.9182	-0.2	2.9063	0.4	118.0
Norway	(Nkr)	11.2649	+0.0033	615	683	11.2680	11.1248	11.2808	-1.7	11.2787	-0.5	11.2651	0.0	85.0
Portugal	(Esc)	263.021	+0.92	827	215	264.342	262.272	264.366	-4.1	268.526	-5.3	-	-	84.5
Spain	(Pta)	213.484	+1.073	272	572	214.053	212.857	214.154	-4.1	218.234	-3.4	219.354	-2.8	78.0
Sweden	(Skr)	12.1353	+0.0038	287	418	12.1601	12.0228	12.1578	-2.5	12.1758	-1.8	12.2093	-1.4	118.5
Switzerland	(Sfr)	2.1260	+0.0031	192	515	2.1269	2.1257	2.1791	-1.3	2.1734	-1.3	2.149	1.4	78.0
UK	(£)	-	-	-	-	-	-	-	-	-	-	-	-	82.7
EU	-	-	-	-	-	-	-	-	-	-	-	-	-	-
SDR	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Americas														
Argentina	(Peso)	1.4995	+0.0079	992	998	1.5000	1.4885	-	-	-	-	-	-	-
Brazil	(Cru)	610.280	+13.013	170	363	611.000	596.000	-	-	-	-	-	-	-
Canada	(CS)	1.9842	+0.0008	635	649	1.9853	1.9845	1.9915	1.7	1.9956	1.6	1.9944	1.1	92.7
Mexico (New Pes)		1.9842	+0.0008	635	649	1.9853	1.9845	1.9915	1.7	1.9956	1.6	1.9944	1.1	92.7
USA		1.4985	+0.0079	992	998	1.5000	1.4885	1.9988	2.1	1.4919	2.0	1.4794	1.3	67.6
Pacific/Middle East/Africa														
Australia	(A\$)	1.2178	+0.0071	267	269	1.2322	1.1987	1.2363	0.8	1.2442	0.7	1.2442	0.2	-
Hong Kong	(H\$)	11.2649	+0.0033	615	867	11.2680	11.4679	11.5636	2.1	11.5301	1.9	11.4368	1.3	-
India	(Rs)	47.0439	+0.0065	233	829	47.0800	46.9300	46.9300	-	-	-	-	-	-
Japan	(¥)	167.215	+1.787	127	323	167.670	165.900	166.76	3.3	165.91	3.1	162.1	3.1	178.3
Malaysia	(M\$)	4.1152	+0.0043	133	170	4.1170	4.0733	-	-	-	-	-	-	-
New Zealand	(NZ\$)	2.6520	+0.0063	499	540	2.6540	2.6814	2.6542	-1.0	2.6572	-0.8	2.659	-0.1	-
Philippines	(P\$)	1.6877	+0.0075	556	194	1.6914	1.6756	1.6877	-0.8	1.6887	-0.7	1.6897	-0.1	-
Saudi Arabia	(SR)	5.6213	+0.0279	200	226	5.6248	5.5814	-	-	-	-	-	-	-
Singapore	(S\$)	2.4136	+0.0163	124	147	2.4153	2.3980	-	-	-	-	-	-	-
South Korea	(K\$)	1.2178	+0.0071	267	269	1.2322	1.2107	1.2363	0.8	1.2442	0.7	1.2442	0.2	-
S. Africa (Cm)	(R)	5.1180	+0.0286	134	226	5.1253	5.0840	-	-	-	-	-	-	-
South Korea (Frn)	(R)	5.5281	+0.0025	285	406	5.5371	5.5143	-	-	-	-	-	-	-
South Korea	(W)	1215.31	+6.47	503	589	1215.76	1206.43	-	-	-	-	-	-	-
Taiwan	(T\$)	38.7606	+0.213	565	847	38.8647	38.8000	-	-	-	-	-	-	-
Thailand	(Bt)	38.8210	+0.2215	617	139	38.9139	38.6010	-	-	-	-	-	-	-
Yield curve for Jan 1996														
1 month		6.00				6.00	6.00	6.00						
3 months		6.00				6.00	6.00	6.00						
6 months		6.00				6.00	6.00	6.00						
1 year		6.00				6.00	6.00	6.00						
2 years		6.00				6.00	6.00	6.00						
3 years		6.00				6.00	6.00	6.00						
4 years		6.00				6.00	6.00	6.00						
5 years		6.00				6.00	6.00	6.00						
10 years		6.00				6.00	6.00	6.00						
20 years		6.00				6.00	6.00	6.00						
30 years		6.00				6.00	6.00	6.00						
Source: Reuters														
Notes:														
1. All rates are quoted on current interest rates. Spotting index is calculated by the Bank of England. Base amount 1885 = 100.														
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1SDR rate for Jan 19. Bi-annual spread in the Pound Spot table shows only the last three decimal places. Forward rates are not directly quoted to the market but are implied by current interest rates. Spotting rates collected by the Bank of England, based average 1985 = 100.

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WORLD STOCK MARKETS

Main table containing stock market data for various regions including Europe, Asia, Pacific, and Africa. It lists numerous stock indices and individual stock prices with their respective changes.

Table containing financial indices and futures data. It includes sections for 'INDICES' and 'FUTURES', listing various market indices and their corresponding values and changes.

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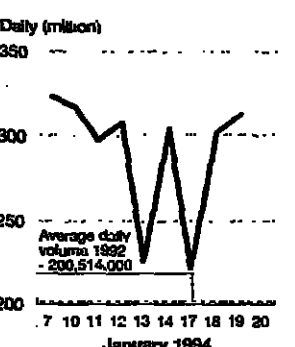
# Results keep Dow in record territory

## Wall Street

The bellwether US blue-chip index again moved into record territory yesterday morning but a fresh batch of corporate results failed to lift the broader market, writes Frank McCarty in New York.

By 1 pm, the Dow Jones Industrial Average was 5.90 ahead at 3,990.27, but the Standard & Poor's 500 was 0.33 lower at 473.37. In the second round of trading, the American SE composite edged 0.14 higher to 433.42. Rebounding technology issues lifted the Nasdaq com-

## NYSE volume



posite 2.53 to 791.51.

On a favourable note, December housing starts climbed 0.2 per cent to an annualised rate of 1.54m units, well ahead of expectations. That news was partially offset by an unexpected rise in weekly claims for unemployment benefit.

Meanwhile, the Philadelphia Federal Reserve's January index of business activity slipped to 34.2, from last month's 35.4. But the net impact of the moderating trend was positive for stocks, which drew comfort from the decline in bond yields on the heels of the survey's release. By midday, the benchmark 30-year government issue was 1/8 ahead at 9 1/8, with the yield slipping to 6.37 per cent. Expectations were high, and

several issues retreated amid profit-taking even though their results were largely in line with forecasts. Computer Associates, which posted earnings of 72 cents a share, well above forecasts of 67 cents, saw its stock drop 3 1/2 to 77 1/2.

Transportation issues were generally weaker. Union Pacific was marked down 1 1/2 to 80 1/2 after posting a 22 per cent increase in net income.

General Electric shed 3/4 to 108 1/2 in spite of fourth-quarter profits of \$1.73 a share, against \$1.57 a year earlier.

In other defence-related companies, Loral's 28 per cent advance generated little excitement. The stock edged 3/4 lower to \$37 1/2.

United Technologies climbed 1 1/2 to 87 1/2 after announcing that it would use the proceeds of a stock offering in part to raise its dividend.

Amid weakness in other banking stocks, Bankers Trust added 1/4 to 75 1/2 after reporting record earnings before accounting charges and announcing plans to buy back 1m to 2m shares in the current quarter.

## Canada

Toronto was lower in active mid-session trading as gold and silver shares took a midday fall.

The TSE-300 composite index dipped 0.40 to 4,558.50 in trade of 44.8m shares valued at C\$661.8m.

## Brazil

Equities were some 6.3 per cent higher in active mid-session trading, helped by expectations that congress will pass the government's economic programme next week.

The Bovespa index was ahead a net 1.047 at 68,349, after rising nearly 6 per cent initially. Turnover came to Cr\$5.6bn (\$230.2m).

Telebras, which advanced about 6 per cent, and Eletrobras, up 5.6 per cent, were popular with investors.

# LVMH depressed in Paris after announcement

Individual stories predominated in yesterday's trading, writes Our Markets Staff.

PARIS was preoccupied with LVMH after the group announced that it was to refit its cross shareholding structure with Guinness of the UK. Under terms of the announcement the UK group will sell its 24 per cent indirect stake in LVMH and take a 34 per cent direct stake in Moët Hennessy.

The group also said that it expects the changes to give it a cash pile of some FF11bn.

LVMH closed down FF138 or 3.4 per cent at FF3,899, after a low of FF3,835, and those of associated groups Bon Marche and Christian Dior lost FF47 and FF300 respectively to FF735 and FF350.

The CAC-40 index shed 16.86 to 2,267.81 in turnover of some FF5.3bn.

FRANKEF closed lower in directionless trading although

traders were not surprised by the Bundesbank's decision to leave interest rates unchanged. The DAX index fell 18.18 to 2,118.20.

Turnover was DM9bn and in the post-bourse the DAX indicated index lost a further 34.2 to 2,083.36.

Metallgesellschaft, fell DM7 or 3 per cent to DM237.50 and after the official close announced that it would, in the medium term, become a management holding company with three operating divisions: trading, chemicals and plant construction.

Elsewhere, activity was generally muted although Continental managed to go against the trend, adding DM2 to 282.

Altkontroll AG, a large multinational group, was affected by a slightly weaker dollar. The AEX index slipped 2.35 to 424.98.

DSM retreated FI 1.60 to

## FT-SE Actuarial Share Indices

Jan 20		THE EUROPEAN SERIES									
Hourly changes	Open	10.30	11.00	12.00	13.00	14.00	15.00	Close			
FT-SE Eurostock 100	1467.62	1468.76	1465.18	1460.51	1467.56	1461.84	1461.71	1475.98			
FT-SE Eurostock 200	1570.14	1568.53	1569.09	1566.49	1569.00	1568.67	1562.49	1560.50			
	Jan 19	Jan 18	Jan 17	Jan 16	Jan 15	Jan 14	Jan 13				
FT-SE Eurostock 100	1468.63	1479.03	1474.05	1468.32	1469.82	1469.82	1469.82				
FT-SE Eurostock 200	1570.42	1659.36	1562.83	1543.91	1543.91	1543.91	1543.91				
Last week's 1000 performance: High/Low: 100 - 1468.10 - 1571.50									Low/Low: 100 - 1475.98 - 1560.50		







## TOP OPPORTUNITIES

### SENIOR POSITIONS IN GENERAL MANAGEMENT

#### Senior Market Manager Southern European Region

The Grundfos Group is seeking a Senior Market Manager at the Vice President level for Southern Europe to start May 1, 1994. Suitable candidates to represent Grundfos must have comprehensive international business experience and profound insight into Southern European culture. They will speak English and at least one of the following languages: French, Italian, or Spanish.

With reference to the Regional Director, the Senior Market Manager will be responsible for implementation of all sales and marketing activities in the region, for bringing new products to market, for key accounts, and for overall market coordination with the other European regions. Suitable candidates must have a higher technical or business education, a proven record of success (preferably in the region), and demonstrate high levels of initiative as well as strong leadership and management skills.

Competitive salary package and comprehensive benefits.  
Domicile: The Grundfos Group headquarters in Bjerringbro, Denmark.  
Travel: Approx. 100 days annually.

#### General Manager Grundfos Gulf Distribution Ltd.

The Grundfos Group is seeking a new General Manager for Grundfos Gulf Distribution Ltd. to start May 1, 1994. The General Manager is responsible for production, sales and service of Grundfos products in the Middle East.

Suitable candidates must have comprehensive sales and marketing experience in the Middle East, and they will speak English fluently. Previous experience in pump manufacturing and/or distribution would be a definite advantage. The right candidate will be a successful entrepreneur with a technical background, have extensive, all-round managerial experience, and a proven ability to motivate a team of 40 skilled people.

Competitive salary package and comprehensive benefits.  
Domicile: Dubai, United Arab Emirates.  
Travel: Approx. 50 days annually in the region.

#### Area Manager China Grundfos Office, Shanghai

The Grundfos Group is seeking an Area Manager to head the new Grundfos representative office in Shanghai, China. Grundfos expects the right candidate to later become General Manager of a joint venture or wholly owned foreign company in China. With reference to the Grundfos Asian Pacific Regional Director, the Area Manager will lead the Grundfos office and establish Grundfos as a respected producer and supplier of pumps and pumping systems in China.

Suitable candidates must have experience in China or Asia, speak Mandarin, and must be prepared to spend four to five years in the People's Republic of China after training in Europe and Asia. They will have a higher technical or business education, strong leadership qualities, and a sense of commitment tempered with respect for the culture of the host nation. The right candidate will also have a record of achievement in a competitive market for technical products.

Competitive salary package and comprehensive benefits.  
Domicile: Shanghai, Peoples Republic of China.

Applications, including a comprehensive curriculum vitae, should be sent before February 4, 1994 to: Peter Bidstrup, Group Human Resource Director, Grundfos Management, DK-8850 Bjerringbro, Denmark. Telephone number: (45) 86 88 14 00. Fax number: (45) 86 88 01 24. For further information, please call Mr. Peter Bidstrup at Grundfos Singapore, telephone number (65) 86 15 381.

#### The Grundfos Group

The Grundfos Group is one of the world's leading pump manufacturers, producing seven million pump units annually. Today, the Group is represented by 46 companies in 28 countries. Grundfos was founded in 1945 and company headquarters are located in Bjerringbro, Denmark. Grundfos employs 8,000 people and company turnover was DKK 4,558 million in 1992/93.

Grundfos produces a variety of pumps for heating circulation, water supply and industrial purposes. In addition, Grundfos manufactures electric motors for pumps and advanced electronic controls for pump systems. The company has its own facilities for electronics production and is respected around the world for its leading position in research and development.



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#### SECRETARY GENERAL Brussels

The European Foundation for Quality Management was founded in 1988 in the Netherlands by fourteen of the largest European companies. Promoting Total Quality Management (TQM) in Europe, the mission is to support the management of Western European Companies in making quality the key strategy for achieving global competitive advantage. Nearly 300 organisations across Europe are members and membership is expected to grow substantially over the next few years. Today, the Governing Committee of twenty Member Presidents determines the strategy of EFQM, and, through an Executive Committee, directs the Secretary General, who acts as both an Ambassador for Total Quality Management and EFQM and effectively as the CEO of the Foundation.

The present Secretary General relinquishes the post in the spring of 1994 and applications are invited from European Nationals with a record of success in management at a senior level in a multinational environment.

Fluency in English, the working language, and at least one other major European language is required, together with a genuine enthusiasm for promoting business excellence. Some direct experience of quality management is desirable, and candidates above 40 years of age are more likely to have the desired breadth of experience and the personal stature to communicate effectively with Company Presidents and CEOs. Compensation is negotiable in the range of 5- to 7-million Belgian francs, according to experience.

Please submit a full c.v. to:  
Freyja Williams, EFQM, 19 Avenue des Pleiades, Brussels, 1200 Belgium  
Tel: +322-775-3511, Fax: +322-779-1237, by 2nd February, 1994

#### BANKING FINANCE & GENERAL APPOINTMENTS

##### JOSLIN ROWE

##### FINANCIAL PROCESSING MANAGER

To £40,000

Premier City-based Investment Bank currently seeks a qualified accountant (aged 28-35) with people and systems management experience, ideally gained in the financial sector. The successful candidate will head a department responsible for the production of all financial control reports, fixed asset records and systems development. Knowledge of MIDAS, modelling systems and extensive PC and LAN experience from a user perspective advantageous.

##### ASSISTANT MANAGER, AUDIT

£32,000

Leading European Investment Bank currently seeks an ACA with 2-3 years audit experience from a financial institutions background. Duties will include effectively monitoring compliance procedures, preparation of audit reports, drafting of manuals, undertaking reviews/evaluating internal control systems and supervising a small team. A knowledge of a wide range of capital markets products combined with strong communication skills essential.

##### DERIVATIVES STRUCTURING

To £35,000

An excellent opportunity to join a derivatives structuring desk within a leading international bank. This is a demanding role which involves identifying individual client requirements and structuring the deals accordingly. The position requires graduate calibre individuals with 2 to 3 years' relevant market experience gained within a derivatives marketing background or structured dealing environment. Good swaps knowledge and a dynamic and outgoing personality essential.

##### SENIOR CREDIT ANALYST

£30,000

A suitably senior and experienced analyst is required by a City based international bank to undertake the review of all credit applications sent by overseas offices/branches. Principal duties will include drafting of credit reports, presentations, attendance on the credit committee and submission of conclusions. Candidates will preferably be educated to degree/ACB standard, aged early 30's, and possess strong PC skills. Fluency in a European language advantageous.

TEL: 071 638 5286 FAX: 071 382 9417

Joslin Rowe Associates, Ltd. Bell Court House 11 Broadfield Street London EC1M 7AN  
A MEMBER OF THE ROYAL BANK GROUP

## ROYAL DOULTON

# Marketing Director

### Six figure package

Royal Doulton is the world's largest manufacturer and distributor of premium ceramic tableware and giftware.

Its brands include Royal Crown Derby, Minton, Royal Albert and Royal Doulton itself, all internationally recognised for high quality manufacture and distinctive design.

Annual sales exceed £200 million, over half of them in export markets, particularly in North America and Asia Pacific, and over one third through Royal Doulton's own international retail operations. Royal Doulton is an independent company, recently listed on the London Stock Exchange.

A Marketing Director of the highest calibre is required at the company's Staffordshire headquarters to draw together the talents of the company's design, product development, brand management and marketing teams worldwide, and to develop and implement marketing strategies and programmes for Royal Doulton's brands and

products. He or she will sit on the main Board and will report to the Chief Executive. This will be a position of considerable standing within the international china industry.

The ideal candidate will be educated to a good degree level, possibly with an MBA, and will have extensive international experience in the marketing, merchandising or retailing of consumer or fashion products. He or she will combine a clear intellect and sound judgment with visual and entrepreneurial flair and an understanding of consumer motivation and markets.

A substantial remuneration package is envisaged, including share options, incentive bonus, relocation allowance and family health insurance.

TO APPLY, PLEASE WRITE OR FAX IN CONFIDENCE:

STUART LYONS CBE, CHIEF EXECUTIVE, ROYAL DOULTON PLC, MINTON HOUSE, LONDON ROAD, STOKE-ON-TRENT ST4 7QD. FACSIMILE: 0782 292099.

## Investment Banking Career Opportunities

The Bank of Nova Scotia has openings for experienced personnel in the following areas:-

#### Money Market

**Money Market Senior Trader** - a graduate with a minimum of 5 years experience is required to head the European Currency Interest Rate Desk. A sound profitable experience of integrating cash and off balance sheet products is an essential requirement for this position.

#### Treasury Services

**Senior Treasury Services Officer** - a graduate with at least 3 years experience with a major bank, selling treasury products (Forex, Money Market etc) with their own client base. A European language would be an advantage.

#### Interest Rate & Currency Swaps and Options Origination, Sales and Trading

**Interest Rate Derivative Trader** - to trade swap books in continental currencies, the candidate will be a graduate, have a minimum of 2/3 years experience, with an active trading book.

**Interest Rate Derivative Marketing** - a graduate, fluent in German, with 2/3 years experience in an active trading environment.

**Trader, Precious Metals Options** - the candidate, a graduate, will be required to set up and establish a Precious Metals, Options desk. Previous experience in commodity derivatives is essential.

An attractive compensation package, commensurate with experience will be offered to successful candidates. Please forward your resume in the strictest confidence to Gillian Harris, Senior Manager, Personnel, The Bank of Nova Scotia, Scotia House, 33 Finsbury Square, London EC2A 1BB.



**Scotiabank**

#### DERIVATIVE FUND MANAGER

A subsidiary of the Edmond de Rothschild Group is looking to add to an experienced fund management team which specialises in the use of derivatives.

Applicants should have at least 2-3 years experience either in derivatives trading, or in the advising and managing of derivatives in portfolios.

Candidates with computer skills and a good degree, ideally in a numeric subject, will be preferred. The company offers a competitive remuneration package with a full range of benefits.

Please write with a full C.V. to:  
The Managing Director,  
LCP Edmond de Rothschild  
Fund Management Limited,  
Orion House, 5 Upper St. Martin's Lane,  
London WC2H 9BA

#### SPOT F.X.

Opportunity exists at a major international bank for a senior foreign exchange dealer. A minimum of 3 years experience running a successful \$/DEM or \$/JPY book is essential. Candidates aged between 26 & 31 will be currently trading at a recognised interbank player, with a consistent level of profit.

#### FORWARD F.X.

Specialist foreign exchange dealers with expertise acquired in Forward European currencies are sought by a first class international bank. Candidates aged 25 to 35 will have a stable career history and must be proficient with arbitrage techniques. Knowledge of FRA's, Futures & FXA's would be advantageous.

#### CURRENCY OPTIONS

Due to expansion a leading US bank wishes to appoint a dealer with 3 years current experience, to enhance its trading/marketing capability in F.X. derivatives. Candidates will be graduates in the age range of 27 to 33 and should be conversant in the delivery and execution of exchange traded & OTC Options.

#### CORPORATE F.X.

Treasury services desk within a respected European bank requires an experienced F.X. sales dealer. The role will involve marketing to the resident and visiting clients, to include fund managers, with the full range of treasury products. Graduates aged 25 to 32 are preferred. Fluency in other European languages would be of obvious benefit.

#### FOREX Selection

Treasury Recruitment

Please call Jane Hampton or write in confidence quoting ref: JH1881.

Tel: 071-569 0349  
36 Cornhill,  
London, EC3V 3PG,  
Reuters Page 1071



Bankers Trust is a leader in international money markets and in derivative product development. With over \$US 160 billion under management, we are also a major player in the funds management business.

## Senior Economist Funds Management

### City

We are seeking a Senior European Economist/ Strategist to be part of a small team working on asset allocation across European markets.

Qualified in economics to at least degree level with excellent macro analytical skills, you will have proven ability in applying

these skills to the assessment of trading opportunities across European markets. Particular experience with equity markets would be advantageous.

The person we are seeking will be a key player in the asset allocation decision making process, and the rewards will match the demands of such a role. The successful applicant can expect a highly attractive salary and benefit package and substantial bonus potential.

To apply please write in confidence, with full career details to: Ms Joanne Hogan, Personnel Manager, Bankers Trust Company, 1 Appold Street, London EC2A 2HE.

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### P F M

Since its inception in 1979, Personal Financial Management Limited has become established at the forefront of sophisticated financial planning and investment management services. The following newly created positions now exist within PFM in its next phase of growth:-

#### MARKETING MANAGER UNITED KINGDOM

PFM wish to appoint an experienced Marketing Manager to promote and develop its products and services in the UK. Candidates will be required to have a sound knowledge of the financial services industry, covering banking, investment management, including Unit Trusts, and the ability to develop a marketing plan.

#### MARKETING / INVESTMENT MANAGERS MIDDLE EAST

PFM seek two individuals to be responsible for the promotion of PFM throughout the Middle East. Their target market is both institutions and high net worth individuals. Candidates must have an excellent understanding of investment instruments and financial services and will be based in the region. Familiarity with Middle East cultures will be important.

Candidates should enjoy working both on their own initiative and as part of a highly committed team. Organisation, flexibility and the confidence in your ability to communicate at every level are essential qualities. If you have the attributes we seek then our client offers a highly competitive remuneration package (including relocation for the Middle East positions) together with excellent opportunities for career development. For further information, please write to Martin Symon at the address below:-

Jonathan Wren & Co. Limited, Financial Recruitment Consultants  
No. 1 New Street, London EC2M 4TP Telephone 071-623 1266 Facsimile 071-626 5259

JONATHAN WREN EXECUTIVE

### U.S. EQUITY RESEARCH ANALYST: EMERGING GROWTH COMPANIES

#### Competitive Package

#### London

Oakes, Fitzwilliams & Co. Limited is a small London-based investment bank specialising in financing emerging growth companies located in the US. We will be hiring an equity analyst to produce comprehensive research on our diverse portfolio of corporate clients.

#### The Position

- Organising a research effort in order to produce a steady flow of research notes and updates on our portfolio companies and to maintain constant contact with them through company visits.
- Presenting research to institutional investors in conjunction with our sales team.
- Participating in deal selection and due diligence.
- Contributing to Oakes, Fitzwilliams's internal thinking on equity sectors and identifying attractive investment opportunities.

#### The Candidate

- Good degree and possibly post-graduate qualification.
- At least three years of equity market experience in research, sales, portfolio management or corporate finance, preferably in the emerging growth sector.
- A firm grasp of balance sheet, cash flow, corporate finance and financial modelling concepts.
- Strong analytical ability, and excellent written and oral presentation skills.
- A self-starter able to work in a small, high-performance team.

Please send a CV and cover letter in confidence to:

Zoe Jessop  
Oakes, Fitzwilliams & Co. Limited  
Byron House  
7-9 St. James's Street  
London SW1A 1EE

**OAKES, FITZWILLIAMS & CO. LIMITED**

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### EQUITY DERIVATIVES

We are currently looking to place top quality candidates in the Equity Derivative markets. Our clients are leading institutions who wish to expand their sales/trading/structuring and risk management activities in this area. Specific requirements include:-

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Senior Warrants Trader	£50-60,000
Equity Derivatives Salesman	£45-55,000
Equity Derivative Traders	£45-55,000
Analysts/Marketing Equity Derivatives	ENeg.

For a confidential discussion please call Philip Ashby-Rudd on 071-623 1266 or 071 237 4552 (Evenings).

Jonathan Wren & Co. Limited, Financial Recruitment Consultants  
No. 1 New Street, London EC2M 4TP Tel. 071-623 1266 Fax. 071-626 1242

JONATHAN WREN EXECUTIVE

## FINANCIAL SERVICES MARKETING

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Nomura International is the European arm of one of the world's major investment banking groups.

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A numerate graduate with an impressive track record in setting up deals and building client relationships, you must have experience in at least one of the following:

- Private placements of high yielding or subordinated debt.

- Securitised debt.
- Structured MTN's.

At Nomura, working with an open brief and an unusual degree of commercial freedom, you will be involved in setting up innovative structures in response to client demands and promoting existing products to exploit new opportunities. For career advancement this is a role which is second to none.

If you think you have the credentials, the confidence and the contacts to take up the challenge, please write with your CV to Pippa Wilkinson, Human Resources, Nomura International plc, Nomura House, 1 St Martin's-le-Grand, London EC1A 4NP

**NOMURA**

## FUND MANAGER

### MIDDLE EAST/NORTH AFRICA/TURKEY

In order to maintain our very high standards and continue our expansion, we are currently seeking to appoint a Fund Manager to develop our Middle East/North Africa/Turkey desk.

The successful candidate, educated to degree level will have had three to seven years' experience within a major financial institution in North America or Europe.

Applicants must have relevant experience in the region and a good command of Arabic and French. A strong network of local contacts is of importance.

The position requires a skilled and articulate individual with good presentation and analytical abilities, who enjoys working with and becoming an essential part of a dedicated team.

Interested applicants should forward a comprehensive curriculum vitae to:

Lisa Maddox  
Foreign & Colonial Emerging Markets Limited  
Exchange House, Primrose Street  
London EC2A 2NY

**Foreign & Colonial  
EMERGING MARKETS LIMITED**

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## POSTIPANKKI LONDON BRANCH

POSTIPANKKI is a major Finnish commercial bank which has a strong focus on its Global Treasury activities. In order to complement our active London branch Treasury we wish to recruit two additional persons:

#### SPOT FOREIGN EXCHANGE DEALER

We require candidates with a minimum of 3 years active trading experience, particularly of EMS/Cross-currencies. A specialisation in Sterling/Mark could be particularly useful. The preferred age range is 25-30.

#### TRAINEE/JUNIOR FOREIGN EXCHANGE DEALER

We will give full training in all of the Scandinavian currencies. Some knowledge of these would be useful, but is not essential. Applicants should have a good general knowledge of Foreign Exchange, gained within a bank either as a trainee/junior dealer or in a trading support role and are likely to be aged 20-23.

The Bank offers competitive remuneration packages, including a full range of banking benefits.

Interested candidates should submit written applications in confidence to:

Rod McLennan, Assistant General Manager,  
Postipankki Ltd., 10-12 Little Trinity Lane, London EC4V 2AA

## FG FG Inversiones Bursátiles SA

### A MADRID BASED FRENCH SPEAKING SENIOR EQUITY SALES APPOINTMENT

FG, the leading independent Madrid stockbroking house, is seeking to expand its equity sales activities with the French speaking institutional investment community. FG already has a considerable reputation among the French investment markets for the quality of its Spanish equity research and for the efficiency of its trading teams and administrative back-up.

Applications are invited from candidates who will already have in-depth experience in selling investment concepts in equities to institutional investors. Clearly a particular knowledge of the Spanish stock markets would be extremely helpful though it will be expected that such detailed knowledge could be grasped rapidly by the right individual. Naturally candidates would be expected to be able to interpret in depth research and to be lucid and fluent in explaining the underlying investment criteria.

The appointment is based in Madrid, and whilst fluency in French and English must be considered essential a working knowledge of Spanish would be a great advantage. It is anticipated, however, that the ideal candidate would rapidly achieve the necessary additional linguistic skills.

A substantial remuneration package will be available for the selected candidate. In the first instance, apply in writing with a copy of your CV to:

Ricardo Mandelbaum  
FG Inversiones Bursátiles  
Jose Ortega y Gasset, 29  
28006 Madrid  
Spain

### FINANCIAL ANALYST

#### SPECIALIST IN INTERNATIONAL ANALYSIS

The Federal Reserve Bank of San Francisco is seeking a senior financial analyst with extensive experience analyzing Pacific Rim economies and banking systems. Duties include researching, analyzing and writing reports on the economic condition and banking system structure of Pacific Rim countries as well as the individual banking organizations based in those countries. The candidate must have specialized experience with Pacific Rim corporations at a job rating agency or in a similar field. A degree in economics, finance or a similar discipline is required, with professional or post-graduate credentials desirable. Strong communication skills are a must. Other qualifications desired include familiarity with foreign banking regulations and accounting systems and PC proficiency.

Federal Reserve Bank of San Francisco  
Personnel Department  
P.O. Box 7702  
San Francisco, CA 94120  
Fax# 974-3340  
EJDE/AA

## Singer & Friedlander Limited

### OPPORTUNITIES FOR LENDING BANKERS IN BIRMINGHAM, BRISTOL AND LEEDS

Singer & Friedlander is an old established merchant bank based in London with regional offices in major cities in England. Opportunities currently exist for young lending bankers in our Birmingham, Bristol and Leeds offices.

Applicants should be graduates, possibly with a professional qualification, aged in their early to mid-20s. Previous banking experience is desirable but not essential. Duties will centre around the development and management of a portfolio of loans to established, medium sized companies.

Applicants should be numerate, articulate, enthusiastic, self motivated and keen to work as a member of a small, highly professional team. Salary and benefits will be commensurate with qualification and experience.

Applicants should send their details, including a full CV to: John Gregory, Director, Singer & Friedlander Limited, 55 Calthorpe Road, Birmingham, B15 1TL. Any preference regarding location should be stated in the application.



## Economists

London and Edinburgh

The Royal Bank of Scotland is undergoing a period of dramatic and exciting change, re-evaluating and enhancing all areas of the business in a drive to become the best performing financial services group in the UK.

Within this framework of change, the Economics Office has an increasingly influential role to play in providing relevant, timely and policy related advice to senior management on a wide range of micro, macro and international issues. We now have a number of opportunities in both Edinburgh and London for highly motivated, experienced and practical economists to further the work of this key department.

Given a growing emphasis on micro analysis, a Business Economics Unit was recently established and at least one opening exists within this expanding area. The macro side includes domestic and international analysis of issues related to the Bank's activities and interests. All applicants must be able to demonstrate relevant experience within an applied, preferably business/commercial, economics

environment and must possess strong interpersonal skills as well as excellent report writing ability. Regular travel within the UK will be required. Energy sector expertise is essential for one of the posts together with other micro analytical and modelling skills.

As well as giving you the opportunity to join one of the UK's most progressive financial services groups, we can also offer you a fully competitive salary based on your experience together with a full range of banking benefits.

If you would like to contribute to this interesting and rewarding area of the Bank, please send a full CV, indicating any preference on work location and whether you consider yourself better suited to macro or micro work, to Beverley Smith, Personnel Officer, The Royal Bank of Scotland plc, PO Box 31, 42 St Andrew Square, Edinburgh, EH2 2YE. The closing date for applications is 31 January 1994.



Committed to Equal Opportunities

**The Royal Bank of Scotland**

WHERE PEOPLE MATTER

## European Sales Managers

Major Account Management

Europe

To £50,000 + Benefits

Advanced technology based supplier requires outstanding business developers to maximise penetration and implementation in key territories throughout Europe from London base.

### THE COMPANY

- ◆ Leading edge financial services business. Substantial and prestigious backing.
- ◆ Products distributed worldwide. London based with international presence.
- ◆ Young, dynamic, multinational culture. Strong brand and quality image.

### THE POSITION

- ◆ Manage negotiations and service client relationships in key territories.
- ◆ Run product demonstrations and interface with London office. Liaise with senior executives, lawyers and key suppliers.
- ◆ Manage client implementation requirements.

- ◆ Autonomous role requiring extensive travel and dedication to clients.

### QUALIFICATIONS

- ◆ Demonstrate success in negotiating high value projects and managing complex sales with long lead times.
- ◆ Strongly self-motivated with effective, culturally sensitive communication skills. European expertise and second language desirable.
- ◆ Flexible, committed and dynamic. Comfortable with high technology products, especially in the financial sector.

Please send full cv, stating salary. Ref N0223FT  
NBS, 54 Jermyn Street, London SW1Y 6LX

London 071 493 6392

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# CJA

### RECRUITMENT CONSULTANTS GROUP

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Opportunity to join a respected, growing team and to make a name as an analyst



## QUANTITATIVE/BOND ANALYSIS

CITY OF LONDON

£45,000-£65,000 + BONUS

MAJOR INTERNATIONAL SECURITIES HOUSE

Our client's Bond research team works from the Bond floor, advises clients world-wide and works closely with Bond sales, trading and syndication. The emphasis will be on portfolio analysis and the development of trading strategies and arbitrage/option pricing models but the brief is open and this is an interesting opportunity to develop personally and to research new ideas. We seek a mathematician (Mathematics degree/PhD) with the ability to think conceptually, excellent communication skills and experience working with complex models in a similar team in a leading house. Initial remuneration is negotiable £45,000-£65,000 + bonus and full benefits package. Please write in strict confidence under reference QBA4939/FT to the Managing Director, CJA.

## REGISTRAR UNIT TRUST MANAGEMENT

Sheffield

HSBC Asset Management is the international investment management business of the HSBC Group, one of the world's largest financial organisations. With global funds under management in excess of US\$28 billion, we offer a full range of investment products for institutional and retail clients in all major financial centres.

Our retail Operations Centre in Sheffield supports our £2.2 billion UK Unit Trust business, providing a customer-focused administration service to all our investors and distributors.

As Registrar, you will be responsible for the maintenance of the unit trust register. You will manage a team of around 20 people, maintaining the accuracy of the Register and ensuring that regulations

are adhered to. You will also have a wider role as an active member of the Centre's management team.

You should be an experienced registrar in a unit trust or related business, with an expert knowledge of the law and industry practices. Team leadership and management skills are key to the role. Accordingly we are looking for someone with a proven ability to develop people's skills and create a customer-aware, service-orientated culture.

We offer an attractive salary, together with benefits including mortgage subsidy, BUPA, company pension and car, plus relocation assistance where appropriate.

Please send your cv to The Personnel Manager, HSBC Asset Management Limited, 7 Devonshire Square, London EC2M 4HU.



**HSBC Asset Management Limited**

member HSBC group

## UK & E INVESTMENT MANAGER

As one of the UK's leading insurance companies, CIS is firmly recognised for its overall quality, service and performance. It has maintained consistently good growth and the investment funds under management are around £15 billion.

With the ongoing success of our investments team, we are now in a position to recruit the following professionals to manage the life assurance monies within Europe and undertake company analyses in the UK

### European Fund Manager

£40,000

Within this crucial investment role you will be highly regarded and your contribution greatly valued. Having operated at this level for a minimum of 2-3 years, you will have good commercial awareness and considerable expertise in European Fund Management.

Educated to degree level and ideally a member of the IFMR, you will be knowledgeable in all aspects of the European Stock Market.

For this position please apply with a full CV to: Bryan Johnson, The Personnel Department, CIS, Miller Street, Manchester M60 0AL

### UK Investment Analyst

£18,000 to £24,700

This post involves the identification and evaluation of potential investment opportunities. Analysing the reports and accounts of small publicly

quoted companies valued between £30m to £200m, you will make investment recommendations to our Fund Managers. The post will involve frequent company visits and the collation and analysis of relevant information from diverse sources.

A minimum of 2-3 years experience in a similar role is essential. The post would suit a stock market analyst or a professional accountant. You may be a member of an accountancy association, the IFMR or hold a Securities Industry Diploma with a company analysis bias. In all cases you will possess a detailed knowledge of analysing published accounts, and ideally an understanding of stock market industry information. You will also be a concise and effective communicator.

Those interested in this position should contact Genny Moloney on 061 832 8686 ext 3563 for an application form. (Ref: 767).

Both positions demand a general grasp of economic conditions together with responsibility, energy and self-motivation.

Attractive salaries, payable according to experience, will be supported by a range of benefits including a car provision scheme, free staff restaurant and relocation assistance where appropriate.

Closing date for receipt of applications for both positions is: Friday, 4th February 1994.

CIS is an equal opportunities employer and wishes to employ the most suitable person for the work to be undertaken.



Co-operative Insurance

## GLOBAL FIXED INCOME MANAGER/RESEARCH

Rogge Global Partners plc, incorporated in 1985, specialises exclusively in global fixed income management with assets under management of just below US\$1.5 billion. Head office in London; two marketing offices in the U.S. where all our clients are based.

As a result of continued growth, a rare opportunity has arisen for a young person to join a small team of portfolio managers. Responsibilities include researching global fixed income markets, contributing to the asset allocation process, monitoring portfolio performance and, in time, contributing to new business presentations.

Candidates must fulfil the following criteria:

- 1) Aged 24-30 with a good graduate qualification
- 2) Experience in economics and financial capital markets and computer literate
- 3) Capable of developing independent research
- 4) Able to communicate with colleagues and brokers
- 5) Confident and dynamic, with a desire to become a shareholder in the company

Please send CV's to:

Tracy Mitchell  
Rogge Global Partners plc  
5-6 St Andrew's Hill  
London EC4Y 5BY

## THE TOP OPPORTUNITIES SECTION

Advertise your senior management positions to Europe's business readership.

For information please contact:

Clare Peasnell on  
071 873 4027

Philip Wrigley on  
071 873 3351

## TRADE FINANCE

A major European commercial bank is seeking to recruit a Trade Finance Executive to assist in the creation and development of a trade finance unit to be established in its London Office.

The successful candidate will have 5 years' recent experience in all aspects of trade finance and detailed knowledge of the forfait market with operational and management experience, so as to make an effective contribution to the establishment of the unit and thereafter to the development of these lines of business.

Although based in London, the position will involve close liaison with head office and the rest of the bank's extensive network of branches and representative offices overseas and will involve some travel. Knowledge of European languages, particularly Spanish, would be a distinct advantage.

Salary, including banking benefits, will be negotiable.

Please reply in strictest confidence to:

Box B1978, Financial Times,  
One Southwark Bridge, London SE1 9HL

MEMBER OF THE TRADING CO-OPERATION

## CAREER OPPORTUNITIES

القانونية  
المحاسبة  
المالية  
التجارية

A successful group of off-shore companies serving clients in the Middle East for the past twenty-five years offer dynamic growth opportunities to support its planned expansion.

We wish to attract professional staff for our LIMASSOL, CYPRUS based Corporate Headquarters to assist management in developing new markets and to provide existing clients with an expanded range of services.

Attractive tax free salary and generous benefits package available.

**Marketing Consultant** to represent the group as a formal point of contact with its clients and assist in the development of new markets while maintaining sound customer relations with existing clients. Introduce professional marketing standards and forecasts to achieve planned objectives. Regular travel to the Middle East and North Africa essential. MBA degree in marketing or a related field with five years marketing success in the Middle East.

**Group Finance Consultant** to assist management on financial and investment strategies, including establishment and monitoring of financial policies and operating unit budgets to assure compliance with Government requirements. From time to time will conduct customised financial training programs for regional clients. Qualified Chartered Accountants or CPA with minimum ten years experience.

**Training Consultant** to evaluate existing training and consultancy services and develop customised programs to meet client specifications. Assist management in planning scheduled seminars and identify course providers with a proven record of results. Establish a library of audio/visual aids and equipment to support expansion of training services. Five to ten years experience in training course development and conduct preferably in the Middle East.

Applicants should apply in writing to:

The Personnel Manager  
PO Box 7389  
Limassol  
CYPRUS



## HEAD OF CREDIT AND MARKETING

An international bank with a strong base in Asia is looking for a highly motivated and suitably qualified individual to head the credit and marketing team in its London Branch. Reporting directly to the General Manager the successful candidate should possess the following qualifications:

- Minimum of ten years Corporate banking experience preferably in a team leader role.
- formal credit training with reputable financial institutions
- sound knowledge in real estate lending and trade finance with basic understanding of Syndications and Capital market.
- Leadership qualities and good interpersonal skills.

Remuneration and fringe benefits will be competitive and commensurate with qualifications and experience.

Interested and suitably qualified candidates are invited to send their curriculum vitae, including details of work experience, qualifications, present and expected salary, Contact telephone numbers and a recent passport sized photograph by 31 January 1994 to Box B1985, Financial Times, One Southwark Bridge, London SE1 9HL.

## PRIVATE CLIENT

FUND

MANAGEMENT



Singer & Friedlander  
Investment Management  
Limited

Singer & Friedlander Investment Management Limited is one of the UK's leading managers of discretionary private client portfolios.

An opportunity has now arisen for an Investment Manager to join our Private Client team in London.

Candidates should be educated to degree standard and preferably have a professional qualification. They should have at least five years relevant experience.

Remuneration is negotiable. Interested candidates should apply, in the first instance, in writing to:

The Personnel Director,  
Singer & Friedlander Investment  
Management Limited,  
21 New Street,  
Bishopsgate,  
London EC2M 4HR.



هكراف مائيل

FINANCIAL TIMES FRIDAY JANUARY 21 1994

## Standard Chartered

### Senior Manager

Syndications : Trade Related

#### Attractive Package

Exciting opportunity for experienced, dynamic banker to spearhead mandate winning in non-OECD countries.

City

#### THE COMPANY

- Standard Chartered Bank Group has an unrivalled global network of offices. Particularly strong in Asia-Pacific, Africa and the Middle East.
- Products include trade finance, corporate banking, treasury, project finance and private banking.
- Clear strategy and business focus.

#### THE POSITION

- Develop business opportunities in non-OECD countries. Make full use of bank's extensive global presence.
- Report to Head of Western Hemisphere Syndications. Part of successful growing team.



- Top level liaison with syndications teams of leading city institutions.

#### QUALIFICATIONS

- Ideally graduate and/or ACIB qualified. Probably 30 plus years old.
- Proven selling skills and impressive background in trade finance or related area.
- First class communicator. Committed, motivated, enthusiastic team player.

Please send full cv, stating salary, ref N0220 NBS, 54 Jernyn Street, London SW1Y 6LX



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a Norman Broadbent International  
associated company



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## American Investment Bank

### Derivative Product Structurer

Our client is a premier investment bank with an unrivalled reputation for innovation and creativity in global derivatives.

Growth and development of the derivative business and an increased sophistication in customer requirements have resulted in the need to recruit a young derivatives specialist to join the firm's liability risk management trading team. He/she will assist in the development of derivative products for Japanese corporates and financial institutions in Europe. Initially the position will be London-based although it is envisaged that relocation to Tokyo will take place within 2 years.

Candidates must be fluent in both English and Japanese; applications from Japanese nationals are positively encouraged. He/she will be a graduate from a quantitative discipline educated to MBA standard, with in-depth experience of derivative products and marketing to Japanese trading houses based in Europe. Ideally applicants will have at least 5 years' experience of working in Tokyo.

Rewards will include an excellent basic salary, bonus and the full range of banking benefits.

Interested candidates should contact Annabella Humphreys or Joe Thomas at  
BBM Associates Ltd (Consultants in Recruitment) on 071-248 3653  
or write, sending a detailed Curriculum Vitae, to the address below.  
All applications will be treated in the strictest confidence.

76, Wading Street,  
London EC4M 9BJ



Tel: 071-248 3653  
Fax: 071-248 2814

## TRANSACTION MANAGEMENT GLOBAL INVESTMENT BANK

LONDON

TO £60,000 + BENEFITS

A rare opportunity has arisen to join the Transaction Management Group of a pre-eminent full service global investment bank at a senior level.

At the level of Associate Director, the position carries significant management responsibility. The successful candidate is likely to be a qualified lawyer, with at least 4 years' post qualification experience in the international capital markets gained at a leading City practice, or a transaction management professional with commensurate experience within a similar institution or major securities house.

The role involves the structuring, negotiation, documentation and execution of issues of debt securities, frequently with a derivative component, and public derivative products: liaising with clients, external legal advisers and other parties connected with the transactions, and co-ordinating with syndicate, marketing, treasury and risk management professionals.

Given the high level of client contact and the exacting standards set by the firm, excellent oral and written communication skills are essential.

In addition, a robust and outgoing personality is required. A knowledge of another European language would be helpful, but is not a prerequisite. The position carries a highly attractive salary and benefits package.

For further information please contact Deborah Kirkman on 071 379 3333 in complete confidence, or write to her at Robert Walters Associates, 25 Bedford Street, London WC2E 9HP, confidential fax: 071 915 8714.

ROBERT WALTERS ASSOCIATES

### TRADE FINANCE DESK MANAGER - MILAN

A European Bank is seeking to recruit a Trade Finance Desk Manager for its Milan Branch.

Based in Milan, the appointee will report to the Branch Marketing Manager and act in close coordination with the international Trade Finance Department at the Head Office, where he will attend a training programme. He will take responsibility for the development of Italian originated trade finance deals, export credits and project financings, both with and without Sace/Mediocredito intervention.

The successful applicant is likely to be aged 30 to 35, educated to degree level, fluent in Italian and English and with 3-5 years relevant experience with a first class bank or corporation. Knowledge of documentary credits and international payment techniques is a prerequisite.

The remuneration package will reflect the appointee's qualifications and experience.

Please send a comprehensive CV in confidence to:

Box B1982, Financial Times,  
One Southwark Bridge, London SE1 9HL

## Interest Rate Swaps Broker PARIS

Our client, a leading Paris based broker, is currently enhancing its highly rated swaps team with the addition of an Interest Rate Swaps Broker. As one of the largest French broking houses, our client is fully committed to developing their presence and customer base in the UK. Based in Paris, the successful candidate will be operating within the London market across a wide range of major currencies and maturities.

Applicants of interest will have English as a first language, a minimum of 2-3 years relevant experience and a successful track record of deal execution. A knowledge of currency and/or structural swaps would be advantageous.

This is an excellent opportunity for a

motivated self starter to progress within the dynamic environment of a leading broker. A competitive remuneration package designed to attract high calibre candidates is available and will entirely reflect the quality of experience. Initial interviews will be held in London or Paris.

Interested applicants should telephone Gavin Starling on 071 831 2000 or write to him at Michael Page City, Page House, 39-41 Parker Street, London, WC2B 5LB, quoting reference number 176432. Alternatively, Paris based applicants should contact Jan Wels on 010 33 1 47 57 24 24 or write to him at

Michael Page City, 3 Boulevard  
Bineau 92594 Levallois-Perret, Paris.



Michael Page City  
International Recruitment Consultants  
London Paris Amsterdam Düsseldorf Sydney

## Capital Markets Origination France and Belgium

London

£ Highly Attractive Package

Our client is recognised as one of the world's premier investment banks. They have achieved pre-eminence in the lead management of bond issues by governments, public agencies and private corporations. They now seek to appoint an individual to broaden the origination of capital market products in France and Belgium covering primarily the State agencies.

Based in London, working as an integral member of a young and dynamic team that provides global coverage, you will market to the larger borrowers in France and Belgium, with an emphasis on primary international bond issues and private placements. However, you should have a versatile approach that allows you to expand the business to include the application of derivative products.

The ideal candidate, with a strong academic background, will be either a French national or speak the language fluently. With at least two

years experience in the French market, dealing with frequent issues, you should be a mature team player with flexibility to contribute to global business development; a knowledge of Italian or Spanish would be advantageous. In addition, you possess the ambition and confidence to succeed in a competitive environment. The role will involve regular visits to Europe.

This is an opportunity that offers genuine prospects for progression. For candidates of the highest calibre a competitive package, based on generous salary, a lucrative incentive scheme and banking benefits, will be awarded.

Interested applicants should contact Tim Smith on 071 831 2000 or write enclosing a full curriculum vitae to Michael Page City, Page House, 39-41 Parker Street, London WC2B 5LB, quoting reference number 176432.



Michael Page City  
International Recruitment Consultants  
London Paris Amsterdam Düsseldorf Sydney

## SIB IMRO Supervision

The IMRO Supervision Department within the Securities and Investments Board (SIB) is recruiting a Project Leader who will be responsible for projects examining discrete aspects of IMRO activities. As a member of the supervision team and reporting to the Head of the Department, the specific areas this role will cover include:

- Examining, analysing and making recommendations concerning specific aspects of IMRO's regulatory activities.
- Contributing to the overall supervision of IMRO by being alert to concerns for SIB and sharing knowledge of IMRO's standards, methodology and future developments with team members and other SIB colleagues.

Projects will be undertaken either by the project leader alone or with the assistance of other staff and will require substantial time 'on-site' at IMRO and occasionally in member firms. The successful applicant will be required to deal with IMRO staff at all levels and reports may be considered

at Board level in both IMRO and SIB.

It is important that applicants have excellent communication skills, including interviewing, listening, oral reasoning and report writing. Business skills are equally essential and include project management, understanding of individual motivation and team building, and the ability to use analytical techniques such as critical path analysis, business statistics and sampling theory.

Candidates are likely to be degree holders possibly with an MBA or an accountancy qualification. They should have at least ten years post graduate experience possibly, though not necessarily, in financial services. It is likely that they may currently hold an internal audit or compliance role in a regulated industry or perhaps be working as a consultant. A confident and mature approach is important.

In the first instance please contact Anna Williams to request an information pack at Michael Page City, Page House, 39-41 Parker Street, London WC2B 5LB or telephone on 071 831 2000.



Michael Page City  
International Recruitment Consultants  
London Paris Amsterdam Düsseldorf Sydney

## WORLD RENOWNED US INVESTMENT BANK

### Analyst Corporate Finance & Capital Markets

London

£ competitive package

Our client is a leading US investment bank. It is a major player in a number of fields including derivative and capital markets products. As the competition for new business has increased, our client's diverse product teams have been looking at and undertaking higher risk transactions. This strategy demands rigorous analytical and risk assessment techniques. A team exists to centrally analyse all proposed transactions for the product areas. An Associate level position has now arisen within this team.

Analysis in this role will involve not only looking at the financials, but at broader considerations such as client strategy, structure of proposed deals and economic climate. The successful candidate will become an integral member of the deal teams for whom they work and will participate in all relevant client meetings. The position provides a unique opportunity to learn as the successful individual can expect to work with all product areas over time.

Probably aged in his or her mid to late twenties, the ideal candidate will currently be performing an analytical role within a bank or have recently qualified as a Chartered Accountant. The successful individual will need commitment and enthusiasm, excellent interpersonal skills, a high degree of professionalism and strong analytical skills in order to maintain the team's reputation for excellence with the product areas. Additionally, experience of working with German corporates would be advantageous.

This is an exceptional opportunity for ambitious individuals who are looking for a dynamic environment where they will gain broad exposure to different banking products and whose ultimate aim is to move into a business area. Interested applicants should contact Karina Fietisch on 071 831 2000 or write to her enclosing a full curriculum vitae to Michael Page City, Page House, 39-41 Parker Street, London WC2B 5LB, quoting reference 166643.



Michael Page City  
International Recruitment Consultants  
London Paris Amsterdam Düsseldorf Sydney



## EMERGING MARKETS FIXED INCOME FUND MANAGER

In order to maintain our very high standards and continue our expansion, we are currently seeking to appoint a Fund Manager for our Fixed Income desk.

The successful candidates, educated to at least degree level, in economics or a related discipline, will have 2 to 5 years' experience in a fixed income environment.

It is likely that he or she has relevant experience in one of the geographical areas belonging to 'emerging markets'.

These positions require skilled and articulate individuals with good presentation abilities, who enjoy working with and becoming an essential part of a dedicated team.

Remuneration will be commensurate with that associated with a leading financial institution.

Interested applicants should forward a comprehensive curriculum vitae to:

Marc Wenhammar  
Foreign & Colonial Emerging Markets Limited  
Exchange House, Primrose Street  
London EC2A 2NY

**Foreign & Colonial**  
EMERGING MARKETS LIMITED  
(Member of BMO)



## The Investment Bank of Ireland Limited

### Institutional Client Services Manager (Dublin)

As part of the international fund management arm of the Bank of Ireland Group, IBI manages a wide range of funds on behalf of corporate clients, pension funds, unit trusts, charities and private clients. Funds under management are in excess of £6 billion. Our business continues to grow and we are now seeking to recruit an additional experienced client services manager.

The successful candidate will have responsibility for managing a portfolio of institutional clients. The position demands a thorough knowledge of portfolio management techniques together with the ability to deal professionally with a sophisticated client base.

Candidates are likely to be high-calibre graduates with a proven track record (at least 5 years) in our industry. Strong communication skills, a thorough understanding of domestic and international markets and the ability to work on one's own initiative are essential prerequisites.

We offer an excellent remuneration package commensurate with our industry. This will include mortgage subsidy and other banking benefits. Interested candidates should write with a detailed c.v. to:

Fred Healy,  
Associate Director - Personnel,  
The Investment Bank of Ireland Limited,  
26, Fitzwilliam Place,  
Dublin, 2.

**CONCORD LEASING** is one of the UK's leading providers of sales finance in the middle ticket market. Based at Langley, we provide national finance support to leading names in a number of sectors including computers, materials handling and construction equipment.

To help build on our success and continue our growth as a key member of an Account Management Team you will be contributing to the provision of lease finance products for several third party introduced sales finance schemes.

Talented and commercially aware, the ideal candidate will have the ability to manage staff and customer relations and a mix of experience within the leasing industry including documentation, and lease evaluation skills.

Candidates are also expected to have good credit skills and should have experience of analysing corporate financial information ideally gained in a commercial lending environment with exposure to underwriting processes.

**CONCORD**  
member HSBC group

### CONCORD LEASING

This is a development position which offers the opportunity to develop both technical and account management skills. Overall we are looking for a flexible team player with good presentation and communication abilities.

We offer an excellent benefits package which includes a competitive salary, a preferential mortgage and company car.

As an equal opportunities employer, our vacancies are open to people regardless of sex or ethnic origin. Applicants must apply in writing giving a comprehensive resume of education and career together with details of current remuneration to:

Mrs A Kemp  
Snr. Manager Resources  
CONCORD LEASING,  
Concord House,  
2 Waterside Drive, Langley,  
Berks SL3 6EZ  
Tel: 0753 580022

### FIXED INTEREST MANAGER

Capital House Investment Management Limited is seeking to appoint an additional Fixed Interest Manager. Reporting to the Director heading the fixed interest team, the position will involve responsibility for a number of sterling captive insurance funds, some international funds, client relationships and research.

Candidates are expected to be graduates with at least five years' fund management experience. A background in offshore funds will be advantageous. The ability and desire to build client relationships and to work in a successful, lively team are essential.

Career prospects are excellent and the comprehensive remuneration package will reflect the calibre and performance expected of the successful candidate.

Please apply, in confidence, with full career details to:  
Pauline McDermott,  
Personnel Manager,  
Capital House Investment  
Management Limited,  
24 Chiswell Street,  
London, EC1Y 4SP.



### CITY OF LOS ANGELES LOS ANGELES HOUSING DEPARTMENT ACCEPTING APPLICATIONS FOR

#### FINANCE DEVELOPMENT OFFICER

Finance Development Officers will analyze development proposals, negotiate contracts with for-profit and non-profit housing developers, recruit developers for participation in Housing Production Programs by providing information and technical assistance regarding funding sources and financial incentives. The compensation for a one year professional services agreement is \$50,000 to \$60,000 depending on qualifications. These positions are NOT members of the classified Civil Service of the City of Los Angeles.

#### REQUIREMENTS

Applicants for the position must possess a four year college degree from a recognized college or university in Business Administration, Finance, Real Estate, Economics, Urban Planning or a related field and have two years experience in real estate development financing, including analyzing, reviewing and preparing recommendations regarding complex real estate financing or two years experience developing financial packages for the production of subsidised housing.

For complete details on the application process, please call the Los Angeles Housing Department AT (213) 847-7429.

AN EQUAL OPPORTUNITIES/AFFIRMATIVE ACTION EMPLOYER

#### Japanese Equity Sales

£30K + B

This reputable international stockholding company is making an attractive package offer to the right candidate who is currently dealing in the same capacity with his/her corporate institutional clients on a daily basis.

Ashford Associates Tel: 071 626 1902/3 and please ask for Mrs Pepper

#### LYOYD'S

#### SYNDICATE ANALYST

Expanding Lloyd's members' agency requires analysts to assist in syndicate monitoring, analysis and selection. Lloyd's experience not necessary but proven research ability important. Computer literacy and good writing skills essential. Salary approx £25,000 p.a.

Please write, enclosing C.V. to: Mrs Julie Marshall, Crowe Underwriting Agency Ltd, Plantation House, Fenchurch Street, London EC3M 3DX.

#### GRADUATE OF SCHOOL LEAVER

Exceptional opportunity for numerate young graduate or extremely bright school leaver with 'A' grade maths to train as an Options Trader with market local.

#### GRADUATE OF SCHOOL LEAVER

Write to Box B1980, Financial Times, One Southwark Bridge, London SE1 9HL.

#### CHIEF LENDING OFFICER

#### POLISH BANK

Established, private bank headquartered in a major Polish city, with plans to expand throughout Poland, seeks a Chief Lending officer for an eighteen month assignment managing a staff of 10-20 people. Lending is primarily to small businesses, individuals and importers of American products. Ideal candidate will have 8-10 years experience and formal credit training in U.S. or Europe. Candidate must be innovative, and able to implement a marketing program while administering a healthy loan portfolio.

Candidate must be fluent in Polish and English. Competitive salary, benefits and relocation package. Fax resume and salary requirements to:

Polish Bank Search Committee, c/o L. Galbraith, 203-525-2083 in the U.S.

#### CHIEF FINANCIAL OFFICER

#### POLISH BANK

Established, private bank headquartered in a major Polish city, with plans to expand throughout Poland, seeks a Chief Financial officer for an eighteen month assignment managing all accounting, treasury, auditing and other staff functions. Ideal candidate will have CPA and/or MBA, and 8-10 years experience. Candidate must be able to supervise all reporting, compliance and control systems in an IBM AS400/IBIS systems environment.

Candidate must be fluent in Polish and English. Competitive salary, benefits and relocation package. Fax resume and salary requirements to:

Polish Bank Search Committee, c/o L. Galbraith, 203-525-2083 in the U.S.

### APPOINTMENTS WANTED

#### PRIVATE CLIENTS

City based investment firm requires assistant portfolio manager to join small team. Minimum 2/3 years experience with Securities/Investment Co., Fluency & good education essential. Attractive prospects & remuneration package. Write to Box B1981, Financial Times, One Southwark Bridge, London SE1 9HL.

## Career opportunity in investment management

Rothschild Asset Management Limited manages funds for UK and international clients, both institutional and private, and is part of a global network within the Rothschild Group.

Continuing business growth and internal career progression have created this entry-level opportunity within RAM's Fixed Interest and Currency Group. We are looking for a high-calibre graduate in economics or similar who can back sound analytical capability with the personal presentation skills essential for success in the investment management field.

You will receive intensive training in the tools of portfolio management, and will initially assist in the management of Sterling-based portfolios as well as undertaking UK bond market research. The scope for rapid progress is substantial: you will be encouraged to take on analysis of additional European markets and client reporting responsibilities as you gain experience. Career development prospects are open-ended for the right person.

You will need a good honours degree, a high level of numeracy, and communication skills of the highest order. You must also demonstrate the ability to achieve results in a stimulating team environment. Previous exposure to fixed interest and currency management and/or the ability to communicate in other European languages would be advantageous.

This challenging career opportunity carries an attractive salary and benefits package. In the first instance, please send your full curriculum vitae, in the strictest confidence, to Andrew May, Rothschild Asset Management Limited, Five Arrows House, St Swithin's Lane, London EC4N 8NR.



### ACCOUNT RELATIONSHIP MANAGER Excellent Package

Major European Bank is seeking an experienced account relationship manager (minimum 2 years experience) for a portfolio of U.K. names. In addition to account management you will be innovative and energetic in identifying new opportunities and cross-selling a wide range of products and services. Ideally you will be a graduate/ACIB, USA Bank/clearer credit trained with a good knowledge of capital markets, treasury, derivatives and international trade-finance products. Applicants should be earning no less than £30K base.

Please mail/fax cv to Ron Bradley on 071-626 5259.

Jonathan Wren & Co. Limited, Financial Recruitment Consultants  
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JONATHAN WREN EXECUTIVE

## Corporate Finance Executives

As an independent British Merchant Bank we advise on the full range of corporate finance transactions from London and our overseas offices.

We now seek a small number of exceptional individuals to join our dynamic transaction teams based in London. This is an excellent opportunity for numerate, committed professionals to progress their career in a demanding environment where exposure to a broad range of transactions is important and where a structured training programme exists for the development of our staff.

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In addition to excellent written and oral communication skills, experience of working to tight deadlines and the ability to work within a team are essential requirements. Experience of financial modelling using computer spreadsheets is desirable and fluency in a European language would be an advantage.

We offer a competitive salary and benefits package.

To apply, please write enclosing your CV and details of your current earnings to: Mrs C M Lambert, Assistant Director, Hambros Bank Limited, 41 Tower Hill, London EC3A 4HA. Tel: 071-480 5000.



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CECA, through its London Branch is seeking to recruit a motivated individual to join the Settlements Department who will be reporting to the Operations Manager. The position requires 3/5 years relevant experience in FX, Money Market deals IRS's, FRA's Futures, Options and settlements through Euroclear. The candidate should possess experience in Kapit/IBM AS400 System and Swift, and a good command of the Spanish language will be an advantage. Salary and benefits will be commensurate with experience.

Interested applicants should write in confidence enclosing a complete CV to:

Ana Canales, CECA, 16 Waterloo Place, London SW1Y 4AR.

### APPOINTMENTS WANTED

#### EMERGING MARKETS

28 year old with wide experience in international equity and fixed interest markets and accountancy seeks position within emerging markets area to fund management or trading organisation. UK or overseas positions considered. Write to: Box 1933, Financial Times, One Southwark Bridge, London SE1 9HL.

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Candidates should submit in confidence a detailed cv to Mrs. Kath Lawrence, Head of Personnel, Yamaichi International (Europe) Limited, Finsbury Court, 111-117 Finsbury Pavement, London EC2A 1EQ.

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The successful candidate will have a university degree, be computer literate and competent in the application of statistical and econometric techniques, having at least 2 years experience in the international financial markets, preferably in the economic or research departments of a stockbroker, merchant or investment bank.

All applications to include an up-to-date CV in strict confidence to:

Box B1977, Financial Times,  
One Southwark Bridge, London SE1 9HL

### INVESTORS CHRONICLE

#### EDITOR

Gillian O'Connor's appointment as Personal Finance Editor of the Financial Times means we are looking for a new Editor for Investors Chronicle.

Investors Chronicle is a vital part of the FT Group's magazine portfolio. It enjoys a considerable reputation for its coverage of UK financial markets and its expanding investment and personal finance section.

We are looking for an ambitious journalist of real standing - who may or may not have previous managerial or investment journalism experience - keen to build on the IC's current circulation growth.

Applications, in writing, should be sent to:

William Gibson, Managing Director,  
FT Business Information at  
One Southwark Bridge, London SE1 9HL

### HILL SAMUEL

would like to speak to individuals with financial background/experience with a view to, after suitable training, selling our range of Investments and Estate Planning Services to both private and corporate clients. Please write to or phone:

Ron Jeffery, District Manager,  
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## Stock Market Advisor Lebanon

**Our client, one of the largest public companies in the Middle East, is seeking to hire an experienced stock market advisor.**

#### The Position

Reporting to senior management, the successful candidate will be in charge of monitoring the company's own share price performance as well as managing its extensive investment portfolio. Interpreting share price movements, liaising with key market participants and advising management on appropriate actions to take in the light of local economic conditions will also be central features of the position.

#### The Candidate

The successful candidate will be a mature well respected individual, probably in their fifties, with a proven track record in equity trading and stock market analysis. Strong analytical and interpersonal skills are essential as is previous experience in investment management or as a senior advisor to a respected brokerage house

or merchant bank. Exposure to emerging stock markets and some regulatory experience would also be helpful. The position is based in Beirut, Lebanon. With the war now firmly behind it, Beirut is bustling with a large European expatriate community. It is a very cosmopolitan city with a mild mediterranean climate throughout the year.

#### The Package

The company offers a generous package to the successful candidate commensurate with their experience.

If you are interested in the position please write or fax a full CV together with details of current salary and supporting references to Andrew Tinney.

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**FINANCIAL TIMES**  
EUROPE'S BUSINESS NEWSPAPER



# Commitment becomes the watchword of the 1990s

Bob Reynolds argues that the profession is encountering a big turning point in its relations with clients

During the mid 1980s, US corporate managers were driven by the cult of excellence. But in the same period, much of the accountancy profession remained rather slower to join the same battle cry.

A decade ago, the book *In Search of Excellence* by Tom Peters and Robert Waterman became a bible for companies seeking to achieve perfect performance. In the wake of the American experience, some forward-looking corporate planners in the UK also wanted to learn from the quality and excellence initiatives abroad, to improve service to customers and enhance internal operations.

Professional services organisations, despite offering quality management consultancy to clients, came late to the notion that such programmes could be applied to themselves. To a certain extent, they were victims of their own professional mythology: that their performance was guaranteed by their professional status.

Until the early 1990s, professional services firms in the UK cultivated a mystical image depicting themselves as the guardians of largely inaccessible knowledge. Their approach to the customer-supplier relationship was one akin to medical specialist and patient. The commercial history of the last decade has forced greater accountability on the professions and accountancy in particular.

One of the principal themes which emerged from the research for my book *Excellence in Accountancy* was the diversity of reaction among partners and firms towards the emerging commercial dynamics of the last

decade. In some practices, there were partners and senior managers who could see the extra demands that clients would soon make upon them as early as 1982 or 1983. Their words of prophecy often fell on deaf ears.

These individuals were arguing not solely for a change in commercial direction but a wholesale realignment of the professional dialogue with clients. More traditional partners could not see the *raison d'être* for moving from the comfortable status which they had enjoyed for many years. Nevertheless in the late 1980s the larger accountancy practices determined that their independent survival depended on a reformed response to client need.

In fairness to accountants, probably more than any other professional group, the quality of their performance is contingent on the personal relationship with client directors. Bankers speak enthusiastically about their personal relationship with their customers, but in the end any manager is governed by tight corporate lending policies.

In the accountancy sector, given the constraints of an international audit approach, the partner in the modern practice has extensive scope for fulfilling client expectations. The lead partner on a major international assignment, either statutory or consultancy, will shape a team to meet specific client demands.

Although he or she will be accountable, in degrees of formality, to fellow partners, the opportunity to provide the most wide-ranging, creative but precise solutions for client problems is immense.

This places the greatest burdens on partners to add value to the client relationships. The environment is aggressively competitive. One senior partner told me: "Ten years ago if you overheard company directors lamenting their auditor on the 7.55 to Waterloo, you would probably ring him up and say 'Watch out old chap'. Today you ring your own marketing department, they contact the client service partner responsible for that target and he or she rolls out an analysis of their worldwide operations, where you perceive potential difficulties for them ahead and what solutions you propose. In short, you use your competitor's difficulties to press home your advantage."

The last five years have been characterised by widespread moves to reflect changes in demands by clients and potential clients. Among these are: to codify the responses of firms in terms of management structures which offer greater scope for speedy decision-making; organised procedures for marketing, research and product development; efficient structures for bringing together the most talented people from international firms to service multinational clients; systems for improving the quality of service delivery in a broad portfolio of disciplines in key world markets; and, if all these have some impact, improved targets for partnership profitability.

Not all these approaches have been entirely successful. However, the passage of time has allowed the creation of such structures and benefits to flow from them. Partners and therefore their firms are much more

accountable for the quality of their output. Fees are reviewed by clients more rigorously today than a decade ago. Company directors, if not shareholders, appear to be getting more out of relationships with their auditors.

If nothing else, firms have become more responsive to the changing demands of the market. This has most recently been seen in the re-shaping of service teams for audit assignments. Traditionally, an audit team would be led by the partner whose daily involvement in the administration of the service would be comparatively small. His or her role would be to oversee the relationship with the client and to plan, broadly, the execution of the assignment.

The bulk of the work was traditionally handled by the junior managers and swathes of students who processed much of the number crunching. Clients are now demanding that partners and senior managers give much more fully of their own time, that they are buying more than overseeing capacity. Directors of client companies want to use partner expertise as part of the daily commitment to the delivery of the audit and other services. They also want to take advantage of the intimate knowledge which firms have built up of their business.

This has significant ramifications for the development of such practices. Firms will in future require lower graduate recruitment. The larger firms have been hiring between 300 and 1,000 students a year and were the largest professional employers outside the Civil Service.

In future the firms will require fewer but higher calibre staff to work on assignments. The emphasis will shift from students who take three years before they are given real client responsibility to more senior people engaged to work immediately or within a short time. There will be more recruitment of partners and senior staff from non-accountancy based practices.

Another trend has also been unfolding in the international arena: multinational companies are requiring their auditors and consultants to make larger scale commitments to their clients. The engagement procedure of assessing potential suppliers can take much longer than the normal audit beauty parade.

The reward for this closer commitment is the assurance that the company will probably remain as a client and extend the use of supplier services. The process involves supplier firms staking the clients' approaches to quality management, demonstrating extensive understanding of the client's international objectives, basing key personnel permanently at the client and responding rapidly to client demands.

Firms have moved in scope, flexibility and approach in the last 10 years. The next decade will see greater demands on them to develop creative ideas for international business, to ally themselves more directly with client management approaches, and to become tougher but more fluid organisations ready to respond to client needs.

Bob Reynolds is the author of *Excellence in Accountancy*, Macmillan, £25.

## FINANCIAL DIRECTOR

LONDON NORTH WEST

SALARY PACKAGE  
TO £50,000

Our client a US based company with significant operations in the United Kingdom is looking to develop the strength of its financial department.

The company was incorporated in 1980 and has developed into one of the market leaders in the field of specialist video production. With the rapid expansion of the need for programming brought about by the development of satellite TV, the company has a demand delivered by cable, linear video CD, interactive video CD and other new media opportunities.

The company are now seeking to appoint a strong and proven financial director to join the board and become an integral part of the management team. This is a new appointment and the primary objective of the role will be to control the development of the financial reporting structure of the company.

a time of great opportunity for the company.

The prospective candidate must be a qualified accountant, aged between 34 and 40 and be able to demonstrate achievement of a senior level in a demanding commercial environment. Experience gained in a media related business would be helpful but not essential. The applicant should be able to demonstrate strong organisational leadership skills and have the ability to grasp and analyse complicated issues and assist by contributing to strategic decision making.

Interested candidates should apply in writing, quoting reference JRG/6908 enclosing a full CV including a daytime telephone number and details of current remuneration to: Casson Beckman, Hobson House, 155 Gower Street, London, WC1E 6BU

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Chartered Accountants

## SYSTEMS AUDITOR

The City Office of a leading international bank needs to recruit a senior systems auditor with the experience and skills to further develop an already important role within a dynamic Information Systems environment. Candidates must be experienced auditors with demonstrable expertise in systems reviews. The successful candidate will work within a small team of auditors and will be responsible for a wide range of audit assignments, including all aspects of IS auditing as well as general audits and special projects.

An attractive package, including banking benefits, is available to the successful candidate. Applications should include current salary details and must be received by 3 February 1994; please reply with a copy of your CV to Box 21086, Financial Times, One Southbank Bridge, London SE1 1HL.

## Head of Internal Audit

Financial Services

City

c.£43,000 + car

Our client is a major international insurance group which, within the U.K., has several substantial subsidiaries operating in separate business sectors.

The internal audit resource is currently provided by the US parent but, as a result of rapid expansion of the group, there is a requirement to establish an internal audit function here to cover the U.K. activities together with a limited amount of European operations. The Head of Internal Audit will report directly to senior management within the parent company and be responsible for building a small team and developing an audit strategy based upon a risk oriented review of controls.

To be considered for this high profile position, candidates must be chartered accountants with

in-depth experience of the London Insurance Market and be used to auditing within a sophisticated computerised environment. The role would be particularly attractive to candidates in their late 20s seeking a first move from the profession. The substantial size of the U.K. business should offer longer term career opportunities for an individual who has built credibility within the organisation.

Please write outlining your relevance to the appointment and enclose a curriculum vitae including current salary details and quote ref CA507 to Carrie Andrews, Ernst & Young Corporate Resources, Rolls House, 7 Rolls Buildings, Fetter Lane, London EC4A 1NH.

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## FINANCE DIRECTOR

c£55,000

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+ Relocation

WEST OF LONDON

o f s

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The company is a fully integrated business with 3 manufacturing facilities and supportive marketing, field sales, service and product development functions and also has subsidiaries in Europe. Reporting to the Managing Director, with a strong relationship with the Group Finance Director, you will be responsible for all aspects of finance, and will act on behalf of the Managing Director. A proven understanding of the dynamics of standard and job costing, product development and manufacturing processes will be essential. Additionally, the candidate will manage and motivate a large finance team located across different sites.

It is essential that the successful candidate will be a graduate, qualified Accountant aged 32-40, with a track record of achievement in effective financial management and the ability to quickly establish their authority in the company. Furthermore, the candidate will assist in establishing a business culture that reflects the company's commitment to hard work, quality, pride and integrity, and be able to enjoy further career progression in the Group.

Suitable candidates should contact our advising consultant in confidence, Mark Stewart at Financial Selection Services, Drayton House, Gordon Street, London WC1H 0AN. Tel: 071-387 5400 (office) or 0256 810266 (evenings after 8pm). Alternatively fax your career resume on 071-388 0857.

FINANCIAL SELECTION SERVICES

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Donovan Data Systems is a world market leader in the provision of computing services for the advertising industry. It is a privately owned US company that is embarking on major global expansion.

DDS needs a young ambitious qualified accountant to be a key player in this expansion. The first assignment will be as Accounting Manager for the DDS organisation in France. Initially based in Paris this role includes all finance and administration matters, French and US GAAP accounting, tax, personnel budgeting, treasury etc. Subsequently to act as Accounting Manager in new DDS locations as they are added and from a base in London to assist in the implementation of a European-wide accounting process which will include standard reporting.

The successful candidate will be a qualified accountant with fluent French and English, and preferably another European language, who is used to working to tight deadlines in a multi-currency environment. The candidate will need to be flexible, have a good sense of humour and be prepared to travel extensively.

This appointment is critical to the company's growth plans and salary and benefits will reflect the importance of the appointment.

Please send your full CV and current salary details to:

David Zirker, European Finance Director,  
DDS Europe,  
7 Farm Street, London W1X 7RB  
Fax: 071 493 0239

HILTON

INTERNATIONAL

## Assistant Treasurer

ATTRACTIVE PACKAGE - WATFORD, HERTS

Hilton International has its corporate offices in Watford and is one of the largest and most successful hotel groups in the world with over 160 hotels in 49 countries. The Assistant Treasurer, reporting to the Vice President, Development Finance and Treasurer, will be responsible for a wide range of duties including: cashflow forecasting; foreign exchange management; credit card negotiations; cash management. In addition, there will be project work such as the introduction of a netting system for inter-hotel payments after making an assessment of the costs and benefits. Together with a number of years' experience in the finance/accounting function with exposure to international business, candidates should possess a formal financial qualification. Treasury experience, particularly relating to foreign exchange management, would be an advantage. This role will involve some international travel. The attractive remuneration package will reflect experience and ability, whilst opportunities for career progression are excellent. Please write with full CV, including current salary details, to: David W. Allen, Director of Human Resources, Hilton International, International Court, 2/3 Rhodes Way, Watford, Hertfordshire WD2 4TW. Fax: 0923 228905.

Make your experience count

## FINANCE DIRECTOR

SERVICE SECTOR

Southern Home Counties

c£60K + Car + Benefits

Our client is a progressive £150M turnover subsidiary of a major blue chip company. The post reports to the Chief Executive and as a member of the Board the successful candidate will be expected to make a significant contribution to the development of the business which is already recognised as a major player in its market sector.

### RESPONSIBILITIES

To lead and develop the finance team to provide a high standard of financial reporting and business control. To further develop systems by displaying a forward thinking attitude. Ensure efficient utilisation of resources, identifying areas of potential profit improvement. Work closely with the other Directors and make a significant contribution to business strategy and operational efficiency. Contribute to the growth of the business by the identification and evaluation of potential opportunities both organic and by acquisition. Develop specific relationships within the customer base at a senior level.

### THE INDIVIDUAL

Qualified Accountant aged c35-45. A pro-active and involved approach with a desire to fully contribute to all aspects of the business. Strong communication skills. A proven record gained in a substantial company at Board level.

If you wish to be considered please submit a detailed CV in confidence, quoting ref: F192. Please specify if there are any companies you do not wish to receive your details.

Geoff Tabernacle, Director,  
REP Consultants Ltd.,  
Station House, Station Avenue, Helsby,  
Warrington, WA6 0AG.  
Tel: 0928 725666, Fax: 0928 725650.

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FRENCH BANK - PARIS  
CORPORATE BANKING DIVISION, requires

## ACCOUNT OFFICER

The Company  
- Major institution (Insurance group)  
- Principal activities: private banking, asset management and corporate banking

The position  
- Develop Scandinavian portfolio (particularly Danish, both in France and Scandinavia)  
- Based in Paris  
- Attractive package  
- Extensive travel

Qualifications  
- One to three years experience in a similar position  
- The candidate should have a good knowledge of corporate banking activity and well-established existing relationships with Scandinavian companies  
- French fluency is essential together with Danish and/or Swedish

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## Financial Controller

for medium sized international trading company based in Jakarta, Indonesia with a turnover of more than US\$250 million. The company has rep. offices and branch operations in a number of countries including Russia, Germany, Singapore, China, Vietnam and Cairo.

The candidate will be reporting to the Board and should be a qualified accountant with a minimum of 5 years experience in senior financial management position with an international trading firm.

The candidate should be familiar with structure and implementation of complex commodity financing transactions with a knowledge of offshore corporate business structure and taxation.

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Please send detailed resume to:

Sutton International Business Management, Stone House, 54 High Street, Kelvedon, Essex CO5 9JD





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The privatisation of British Rail is one of the most demanding business challenges of post-war years. The creation of three new Rolling Stock Leasing Companies is a key part of this process and will become a substantial new industry in the UK. Each of the companies will own and manage the railway vehicles to be leased for passenger train operation. A typical fleet will have mixed stock of c.3,500 vehicles with a value of c.£1.5bn and will compete for business. This exciting task demands skills and application of the highest order. It is intended that the companies will transfer to the private sector.

As a highly motivated finance professional, you will lead all financial accounting activities within the business. You will be responsible for establishing a finance team and implementing the key financial policies, systems and controls which will ensure the success of the business and its transition to the private sector.

Reporting to the Finance Director, the Chief Accountant is responsible for all financial accounting and statutory reporting, asset records, treasury management and the provision of sound independent advice on customer creditworthiness. The role will also encompass Company Secretarial and Office Management duties.

Candidates will possess a professional accountancy qualification with a minimum of five years' senior financial management experience. Good communication skills, strong leadership, excellent technical accounting abilities and computer literacy are essential. Whilst leasing experience is not prerequisite, it is highly desirable.

Please apply, enclosing full C.V., to Joan Coulter at Robert Half, Walter House 418 The Strand, London WC2R 0PT. Telephone: 071-836 3545, 24 hours Fax: 071-836 4942.

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## Group Finance Director

A top flight Finance Director - reporting to the Chairman - is required for this £60m turnover quoted company, manufacturing and servicing capital equipment of which 50% is exported. The Group has manufacturing operations overseas and is in the final phases of restructuring that will enhance its competitiveness in its niche markets.

### THE ROLE

■ Responsible for all Group finance matters including overseas consolidation and financial reporting, championing the highest standards across the Group. Manage established accounts department.

■ Review and refocus costing and management reporting systems, upgrading quality of IT to tighten reporting deadlines, accuracy and format.

■ Assist the Chairman with investor relations and maintain close contact with the Group's bankers. Play key role in formulating long term strategy.

### THE QUALIFICATIONS

■ A determined and resolute change agent with a hands-on approach. Graduate calibre accountant, aged 35-45, with broad senior level experience in a blue-chip international business environment, ideally with international exposure.

■ First class financial management, costing and analysis skills honed in a manufacturing environment, ideally with international exposure.

■ Keen intellect with maturity and credibility. A questioning and challenging style with strong bottom-line focus.

Leeds 0532 307774  
London 071 493 1238  
Manchester 061 499 1700

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Spencer Stuart

Please reply with full details to:  
Selector Europe, Ref: F092014,  
14 Cornhill Place,  
London WC2E 3EP



Crawley  
College

**Price Waterhouse**  
EXECUTIVE SEARCH & SELECTION

## Head of Finance

To £40,000 + Car Allowance + PRP Crawley

Crawley College is a leading provider of Further and Higher Education in the South of England, with an annual gross budget of £10 million and over 500 staff. Now incorporated as an independent and fully accountable College, we are currently undergoing significant change in the way we manage our resources, with particular emphasis on strategic planning and the management of financial assets and funds.

To spearhead this change, we require a Head of Finance to take responsibility for financial operations. Reporting to the Director, you will:

- Help determine the strategic direction of the College
- Manage and develop an effective financial management function
- Develop comprehensive information systems to meet the needs of the College.

As a qualified accountant, you are likely to have had previous experience of working with senior management and Directors

and been involved in strategic planning within your organisation. In addition, you will have significant knowledge and exposure to information systems implementation.

You will have a practical, flexible and innovative working style and the ability to develop a good rapport with all levels of staff. You will also be a strong believer in a "hands-on" approach to getting the job done and have the ability to promote financial awareness throughout the organisation. This is an opportunity to play a crucial role in the evolution of an important regional College as a corporate entity.

For an Information Pack please telephone Judith Richardson quoting reference number J/1417/FT, and/or write, enclosing full CV, salary details and a covering letter demonstrating your suitability for the role.

Executive Search & Selection, Price Waterhouse,  
Milton Gate, 1 Moor Lane, London EC2Y 9PB  
Tel: 071-939 6311. Fax: 071-638 1358.

## FINANCE DIRECTOR

East Midlands

£40,000, Car, Benefits

A progressive, autonomous and complex subsidiary of a quoted UK PLC, which encompasses multi-site retail, wholesale, manufacturing and substantial imports/exports. A young, dedicated, and enthusiastic management team with a clear strategy and ambition to be the European market leader.

### THE ROLE

\* Report to the Managing Director, provide leadership to the Finance Department and encourage staff development and rewards. \* Review profitability reporting across all divisions with a critical emphasis on controlling margin performance. \* Work closely with and give guidance to senior management colleagues, particularly on financial planning issues and "what if" scenarios. \* Active participation in commercial and strategic decision making.

### THE QUALIFICATIONS

\* Qualified Accountant, aged 30 to 35. \* Youthful, vigorous approach together with maturity to manage and influence. \* Proven senior financial management and commercial experience in a fast moving industrial sector. \* A strong character with well developed leadership qualities and interpersonal skills.

This appointment is being handled exclusively by Hitchenor Maher. Please reply in writing, quoting Ref: HM10060 to First Floor, York Place, Leeds, LS1 2EY. Tel: 0532 470170. Fax: 0532 470191.

**HITCHENOR MAHER**  
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## Operations Accountant

CENTRAL LONDON

PACKAGE TO £35,000 + BONUS POTENTIAL

This is an excellent opportunity for a recently qualified Chartered Accountant to join a small, publicly quoted Group of property companies. Following a recent restructuring and major rationalisation programme, the Group is now in a strong position to move forward and enter an exciting new phase in its development.

Reporting to the Finance Director, you will take responsibility for overall expense and payment controls, financial recording and analysis, management reporting and accounts, whilst providing accurate and timely information to the management team. As Group Accountant, you will also be required to take the lead role in producing regular investor information and statutory accounts and in further developing the management reporting system.

Probably in your late 20s, you will have ideally gained some two years' post-qualifying experience in a strong, market-led commercial or financial services organisation. Direct involvement in and knowledge of management information and computerised financial systems are pre-requisites. Personally, you will combine the credibility to work effectively at a senior level with the willingness to take a "hands-on" approach to operational detail. Initiative, drive and enthusiasm are essential, in addition to the technical and interpersonal skills necessary to succeed in this dynamic environment.

Please send full personal and career details, including current remuneration level and daytime telephone number, in confidence to Adrian Edgell, Coopers & Lybrand Executive Resourcing Limited, 9 Greyfriars Road, Reading RG1 1JG, quoting reference AEB88 on both envelope and letter.

## WORLD RENOWNED US INVESTMENT BANK

## Analyst

Corporate Finance & Capital Markets

London

£ competitive package

Our client is a leading US investment bank. It is a major player in a number of fields including derivative and capital markets products. As the competition for new business has increased, our client's diverse product teams have been looking at and undertaking higher risk transactions. This strategy demands rigorous analytical and risk assessment techniques. A team exists to centrally analyse all proposed transactions for the product areas. An Associate level position has now arisen within this team.

Analysis in this role will involve not only looking at the financials, but at broader considerations such as client strategy, structure of proposed deals and economic climate. The successful candidate will become an integral member of the deal teams for whom they work and will participate in all relevant client meetings. The position provides a unique opportunity to learn as the successful individual can expect to work with all product areas over time.

Probably aged in his or her mid to late twenties, the ideal candidate will currently be performing an analytical role within a bank or have recently qualified as a Chartered Accountant. The successful individual will need commitment and enthusiasm, excellent interpersonal skills, a high degree of professionalisation and strong analytical skills in order to maintain the team's reputation for excellence with the product areas. Additionally, experience of working with German corporates would be advantageous.

This is an exceptional opportunity for ambitious individuals who are looking for a dynamic environment where they will gain broad exposure to different banking products and whose ultimate aim is to move into a business area.

Interested applicants should contact Karina Pietsch on 071 831 2000 or write to her enclosing a full curriculum vitae to Michael Page City, Page House, 39-41 Parker Street, London WC2B 3LH, quoting reference 166643.



**Michael Page City**  
International Recruitment Consultants  
London Paris Amsterdam Düsseldorf Sydney

The Polish subsidiary of a very successful North American multi-national operating in the media and advertising sector is looking for its

## Deputy General Manager

Finance and Operations

Warsaw

Reporting to the VP Finance Europe your main responsibilities will be: to set up accounting and reporting procedures, to control cash management and expenditures, to manage all aspects of operations including human resources, production and distribution, to collaborate closely with the Sales and Marketing Manager and to undertake various studies and projects for the General Manager.

We are looking for a young European (30/35 years old) with an excellent educational background, 3/4 years

### Excellent Expatriate Package

experience in financial audit, plus 2 years as controller with a firm focusing on distribution of a product or service.

Fluent English and willingness to learn Polish are requirements.

Highly motivated candidates with good business sense should contact Charles-Henri Dumon in Paris (1) 47 57 24 24 or send CV + photo to Michael Page International, 3 bd Bineau 92594 Levallois-Perret Cedex, with reference CHD 9847FT.



**Michael Page International**



HEREFORD

## FINANCIAL ACCOUNTANT

£ Excellent Package + Relocation

Sun Valley is one of the fastest growing, fully integrated producer and processor of fresh poultry meat in Britain and Europe. An impressive pedigree includes some of the largest retail and food service companies in the world as its customers.

Ambitious plans for the future dictate the need to further strengthen the experience of the finance team.

Reporting to the Group Chief Accountant, the position of Financial Accountant will be key to the ambitious programme of developing real excellence.

### Key areas of accountability include:

- Control and analysis of key balance sheet items.
- Production of weekly/monthly management reports.
- Analysis, review and control of significant capital expenditure programmes.
- Reconciliation of financial information.

• Systems development and implementation.

• Providing financial and commercial support to the business units.

The successful candidate will be a graduate qualified accountant with at least two years post qualification experience. With highly developed interpersonal skills you will thrive in a role that is highly visible, and an environment that promotes creativity and innovation. As with any appointment of this nature, the company is seeking an individual who displays the breadth to develop further within the business.

Interested candidates should write to Chris Towey at Michael Page Finance, The Citadel, 190 Corporation Street, Birmingham B4 6QD enclosing a current curriculum vitae. Alternatively, you may call him on 021 625 3380 for an informal discussion. Please quote reference CT1942.



**Michael Page Finance**

Specialists in Financial Recruitment  
London Bristol Windsor St Albans Leatherhead Birmingham  
Nottingham Manchester Leeds Glasgow & Worldwide



## Director, European Audit

### Broad, operational perspective

#### Global Investment Bank

This firm is a truly international investment bank and securities house with an outstanding reputation across all major markets. They are exploiting this competitive edge to take advantage of the increasingly global nature of the financial market place.

The audit function reports directly to the Chairman and has a uniquely high profile and a particularly proactive brief. A Director is required to manage the European function.

Reporting to the Managing Director, Global Audit (based in New York), you will be totally responsible for the development and execution of the audit plan for the region through a team of 16. This is not a policing role and, as such, you will work closely with line management to improve areas of operational and control weakness. The Bank is going through a period of considerable growth and development into new product areas and the audit team is expected to play a positive role in this process.

£85,000 + Banking Benefits

You may already be at director level but seeking a more proactive and influential involvement; or at the managerial level, ambitious for directorial responsibility. Exceptional individuals from the profession will also be considered. You should possess: a detailed technical knowledge of the range of investment banking activities; excellent management and people development skills and the personal presence to enhance the credibility of the function.

Atypical of the traditional view of audit, this opportunity should not simply be seen as a stepping stone. Rather, the Audit Director will be a more rounded individual with a broad commercial perspective and may aspire to senior management within the Bank in areas such as credit, financial control or risk management.

Please send a full CV to Tim Musgrave, Ref. 22/1627 at Morgan & Banks Plc, Brettenham House, Lancaster Place, London WC2E 7EN. Or phone: 071-240 1040. Fax: 071-240 1052.

**Morgan & Banks**  
INTERNATIONAL

## FAST TRACK TO MANAGEMENT

Offering Exceptional Young ACAs, CIMAs and MBAs Global Experience

A passion for excellence, a refusal to be less than the best, consistent gains in revenue, profit and productivity - GE is one of the world's most successful global giants. Aiming to be first in every one of its markets - from light bulbs to power plants, financial services to network broadcasting - GE's corporate values are unique.

The Company's premier training grounds for future business leaders are the GE Corporate and Capital Audit Staffs, which have a three-fold mission: to ensure financial integrity, improve business process efficiency and develop future business leaders.

The Audit Staff teams examine corporate and business issues, looking at customer service, market penetration, critical processes and product quality. Focusing on areas of highest business risk and maximum returns, they recommend and introduce financial routines and controls, and innovative business techniques and technology. As part of a team of high potential individuals, the Auditors undertake 3-4 assignments each year, travelling 100% of the time to various GE businesses throughout the world.

Supported by an accelerated formal training programme, the Auditors develop a broad experience base from their involvement in

GE's global businesses. Consequently, more than half GE's officers and financial executives are Audit Staff trained.

GE is currently recruiting a new intake for both Audit Staffs. This unique challenge demands exceptional individuals, highly motivated, analytical, independent and keen to achieve their full potential, whilst gaining global experience. In particular, the Company seeks fast track candidates with a strong academic background, excellent inter-personal skills, either ACA, CIMA or MBA qualifications. Language skills would be a definite advantage.

One of the world's foremost leadership development programmes, Audit Staff offer superb career prospects.

The demands are high - the rewards outstanding.

Interested applicants should post or fax a full CV, quoting ref 018, to the address below or for more information call us on 071 329 4649 or during the evening and weekends on 081 467 1408.

NOTE: Any CV's sent to the client by other recruitment consultancies will be forwarded direct to Alderwick Consulting Limited.

**ALDERWICK CONSULTING**

SEARCH & SELECTION  
OLD BAILEY HOUSE, OLD BAILEY,  
LONDON EC4A 3DF  
TEL: 071-329 4649 FAX: 071-329 4677



GE is an equal opportunity employer.  
\* Not associated with the English company of similar name.



**British Railways Board**  
Rolling Stock Leasing Companies

## FINANCIAL PLANNING & ANALYSIS MANAGER

Three Strategic Commercial Roles

The privatisation of British Rail is one of the most demanding business challenges of post-war years. The creation of three new Rolling Stock Leasing Companies is a key part of this process and will become a substantial new industry in the UK. Each of the companies will own and manage the railway vehicles to be leased for passenger train operation. A typical fleet will have mixed stock of c.500 vehicles with a value of c.£1.5bn and will compete for business. This exciting task demands skills and application of the highest order. It is intended that the companies will transfer to the private sector.

Reporting to the Finance Director, the Financial Planning and Analysis Manager will be a vital member of the new Finance team. Leading and directing all planning and analysis activities, you will add considerable value to the decision making process. This will involve exposure to high levels of commercial and engineering management.

More specifically, the role encompasses strategic business planning, budgetary control and the critical appraisal of performance, periodic results and forecasts. The position also provides significant support to the contracts process through the use of financial modelling techniques and the development of pricing analyses.

Candidates will possess a professional accountancy qualification or MBA, with at least 5 years' experience in a commercial environment. A rigorous analytical approach, together with excellent interpersonal and influencing skills, are essential.

Please apply, enclosing full CV, to Joan Coulter at Robert Half, Walter House, 118 The Strand, London WC2R 0PT Telephone: 071-836 3545, 24 hours Fax: 071-836 4942

As retained consultants, any CV's submitted directly to our client will be forwarded to Robert Half

£35,000  
+ Excellent  
benefits

London &  
The Midlands

**ROBERT HALF**  
THE HUMAN FACTOR

## Notability Finance Director

Harlow, Essex

£30,000-£40,000 + pension + car

Notability provides disabled people with cars, powered wheelchairs and other services at preferential rates. A registered charity, it makes charitable grants to help with the costs faced by some disabled people in achieving mobility. Notability employs some 140 people and has seen the fleet size grow rapidly to nearly 200,000 vehicles. Notability receives considerable government funding, making it a unique partnership between voluntary sector, public sector, finance and business.

The charity is growing rapidly, and is undergoing a major restructuring involving a professionalisation of all aspects of its service.

The new finance director will be responsible for strategic planning, the accounts and payroll system, introducing new budgeting and management accounting system, new internal audit procedures, systemising fundraising accounting, compliance with recent legislation on charities and government accounting guidelines, negotiating with finance companies, banks, insurance co's, motor manufacturers and other suppliers, and supervision of research and purchasing.

The successful candidate will be a very bright, dynamic qualified accountant, possibly with voluntary sector experience, and will ideally understand the issues facing people with disabilities.

Experience of managing finance departments in organisations of a similar or larger size would also be highly desirable.

Please send your CV, no later than 4.2.94, to Evelyn Kirby at Charity People, First Floor, Station House, 150 Waterloo Road, London SE1 8SB. Tel: 071 620 0062. Fax 071 633 0331.



## FINANCIAL CONTROLLER

HIGH WYCOMBE  
£25,000 + car

This expanding group is involved in international airfreight and distribution and turnover is currently £3million. The ideal candidate, early 30s, will be professionally qualified, computer literate, commercial and will report direct to the Managing Director.

The individual will be responsible for all financial control and reporting, business forecasting, cash monitoring, financial accounts and the smooth running of the administration.

Write to Box B1984,  
Financial Times, One Southwark Bridge,  
London SE1 9HL

## Finance Director Printing Industry

Shropshire £35,000 + high bonus potential + bens

Our client is a well-established, dynamic, privately owned printing company, based in an attractive location, that has trebled its turnover in three years to c£7 million. Operating from a modern, purpose built site with state-of-the-art equipment and machinery and a full in-house service, the company now wishes to appoint its first Finance Director to play a key part in its future profitable growth.

Reporting to the Managing Director and taking an active part in the strategy of the company, the role requires strong commercial skills. Responsibilities will include "hands on" day-to-day financial control and planning, managing a small accounts department and, importantly, overall responsibility for estimating and buying. Candidates will be graduates, circa 40, who are qualified accountants and have the ability to significantly contribute to the company's rapid growth. Experience of developing and implementing costing systems is essential, with a background in bespoke manufacturing preferred. First class people, management and business skills are required.

Candidates must be energetic, incisive, commercially aware and intelligent since this is a dynamic, customer orientated business. The rewards are high and structured towards performance, reflecting the need for an individual who will respond to such a challenge.

Applicants should write, enclosing full career and salary details, quoting reference B/455/94 to David Gibbs.

**KPMG Selection & Search**

Pent House, 2 Cornwall Street, Birmingham B3 2DL

## Director of Finance & Administration

Up to £42,000

Bow, E London

Housing Action Trusts are in the forefront of the Government's approach to the regeneration of housing and communities in rundown urban areas. Tower Hamlets Housing Action Trust has been set up with strong support from residents to redevelop three estates in Bow over a 5-7 year period, with public funding estimated at some £80m.

The Trust now seeks its first Director of Finance and Administration to establish the necessary financial, administrative and information systems to enable it to begin its ambitious development programme.

### THE APPOINTMENT

- Principal financial adviser to the Chief Executive and Trust Board of 11.
- Manages the Trust's revenue budget.
- Responsible for appraisal, subsequent financial management of major capital projects and helping to secure private finance.
- Establishes and manages the finance, administration & personnel and IT functions (up to 12 staff)
- Leads on Trust's corporate planning process

In addition to the salary quoted above, relocation expenses will be payable in appropriate circumstances. Interested candidates should write for further details quoting reference 40574/B, to Jane Pollard.

### THE REQUIREMENTS

- Broad based financial management background, ideally with previous board level or equivalent experience.
- Previous Public Sector experience is highly desirable.
- A well organised manager, interested in urban regeneration.
- A good verbal and written communicator, able to relate to residents, Board Members, and the DOE.
- Committed to the implementation of equal opportunity policies.

K/F Associates, Peppys House, 12 Buckingham Street, London WC2N 6DF. The closing date for receipt of applications is 11th February 1994. Tower Hamlets HAT is committed to equal opportunities.

**K/F ASSOCIATES**  
Selection & Search



## Group Financial Controller

Quality Consumer  
Durables

to £35k + car

The appointment of a Group Financial Controller is key to the future expansion plans of this UK listed group (annual turnover c. £100m), whose operating businesses manufacture and supply many well-known brands within the quality consumer durables sector.

Reporting to the Group Finance Director, you will originate and develop financial policies and procedures; co-ordinate the annual budgeting programme; consolidate the reporting of financial performance; and control the treasury and taxation function of the parent company. You will also have involvement in the evaluation of potential acquisitions, other business development opportunities and special project investigations.

A Chartered Accountant with a minimum of three years post-qualification experience, you will have experience of treasury and liquidity management in a corporate H.Q. environment, where you will have advised on taxation and multi-currency arrangements. Previous involvement in acquisition programmes would be an advantage.

Your fluent computer skills will enable you to make a personal contribution to systems development, but, more importantly you will be able to show that you are an effective communicator, able to form close working relationships with professional colleagues in the operating business.

Scope for continued career growth is considerable for the right person, who will be attracted by a salary and benefits package in keeping with the seniority of the position.

For further information please send a full c.v. to Beverley Langley, Recruitment Consultant, The Scott Edgar Advertising Partnership Ltd, Paragon House, 75 Farringdon Road, London EC1M 3JY, quoting ref: 9759.



## CHARTERED INSTITUTE

Central London neg to £33K

The Chartered Institute of Transport (CIT) is to appoint a Director of Finance & Administration. Reporting to the Director-General, the appointee will be responsible for all financial matters, membership records, information technology, personnel and office services - and will also contribute to policy making as a member of the management team.

We seek an accountant (probably chartered and with experience outside the profession), with good computer skills. He or she must have the presence and proactive communication skills to represent CIT's interests within the public and private sectors - we do not seek an eyes-down number cruncher. Remuneration on offer suggests age either 28-35 or early 50s. Some travel within the UK and overseas necessary.

Salary negotiable to £33K. Contributory pension. Lunch vouchers. Interest free loan for season ticket. Relocation not anticipated.

Please write, with appropriate details and salary history, to CIT's recruitment consultant: David Mackintosh, Mackintosh Enterprises, 7 Dower Park, Windsor, Berks SL4 4BQ, quoting Ref: DM/117.

## DIRECTORS SEEKING A NEW ROLE?

Europe's leading outplacement and career management consultancy, InterExec has over 15 years' experience of managing career change for senior executives and many of Britain's largest companies.

By accessing over 6,000 unadvertised vacancies a year, mostly at £40 - £150,000 p.a. InterExec provides clients with vital market intelligence AND its subsidiary, InterMEX, makes recommendations from its candidate bank without charge.

INTEREXEC Call Keith Mitchell in London on 071 630 9041 or 19 Charles Cross Road, London WC2E 8JL or David Kettle in Edinburgh on 011 225 4414 63 George Street, Edinburgh B12 3JL

THE UK'S LARGEST SOURCE OF UNADVERTISED VACANCIES

## Group Financial Controller

West Yorkshire

to £45,000, bonus, car, benefits

Exceptional opportunity for talented finance professional to join a small, but focused executive team of a very highly regarded £500 million turnover publicly quoted Group with major interests in the United Kingdom and the United States. The Group has grown through a number of astute acquisitions.

### THE ROLE

- Responsibility for the group accounting function covering management and financial accounting, tax and treasury and also for motivating and developing a small, high calibre support team
- Work closely with the Group Finance Director in shaping the Group's accounting policies, controls and information systems
- Develop strong relationships with senior financial colleagues within the operating divisions and also with external advisers
- Exposure to members of the Main Board.

### THE QUALIFICATIONS

- Early/mid thirties, graduate intellect, professionally trained and qualified with a major accountancy firm
- Strong interpersonal skills required to develop quality working relationships with colleagues and staff
- High level of technical competence and proven analytical and computer skills.

Please reply in writing to BHM Search & Selection 27 York Place Leeds LS1 2EY enclosing a full curriculum vitae and quoting Reference BHM 10061. Telephone 0532 467033 Facsimile 0532 470191.



## SENIOR FINANCE EXECUTIVE

### A Strategically Important Development Role

Cable & Wireless Plc is an established world-leader in global telecommunications, with operations in 56 countries around the world in 1993. Mercury Communications Ltd, a major subsidiary of the Group and the fastest growing large company in Europe, reported operating profits up 24%, whilst turnover exceeded £1 billion for the first time.

As a result of internal promotion, an exceptional opportunity has arisen for an outstanding finance professional to head up the operational review team of Mercury Communications. Your initial brief will be to manage this high-profile team whilst working closely with the Board, Executive Directors and joint venture businesses in adding strategic value to the continuing development and diversification of the company.

Aged under 40, you will ideally have trained and qualified with a Big 6 firm, but an ACMA/ACCA may also be considered subject to a relevant background. Specifically, you must offer significant experience outside operational review including broad-based exposure at management level with one or more commercial organisations.

Essentially, you will demonstrate the flair and intellectual agility to use this role as a springboard into a senior finance or general management position after a minimum of two years - a transition made not only by your predecessor, but also by almost all other finance professionals from this function within the last seven years.

Please apply, enclosing full CV, to Robert Half, Walter House, 418 The Strand, London WC2P 0PT. Telephone 071-836 3345. Fax 071-836 4942. Alternatively, for an informal discussion, telephone Jane Randall in strictest confidence on the above telephone number, or evenings on 081-547 0380.

As retained consultants, any CVs submitted directly to our client will be forwarded to Robert Half.



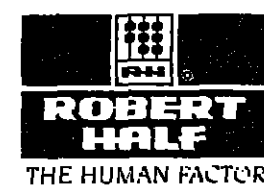
CABLE & WIRELESS

£55,000

+ Car

+ Outstanding Benefits Package

Central London



## CROSBY FINANCIAL HOLDINGS

A leading regional merchant bank in the Asia Pacific markets, active in stockbroking, asset management and corporate finance. Now in its tenth year of operations, the group has offices in fifteen cities and is continuing to expand rapidly.

### Manager, Group Finance - Hong Kong

- **RESPONSIBILITY** is to a member of the board for financial planning and control and for special projects.
- **THE NEED** is for a qualified accountant with relevant experience, of high intellect, commercial acumen, independence of mind and excellent written and verbal communication skills.

Ref T 7702

### Financial Controller - London

- **RESPONSIBILITY** is to the UK managing director of Crosby Securities for the provision of high standards of financial reporting, control, compliance and analysis. Some group business development will be involved.
- **THE NEED** is for a qualified accountant with proven skills in financial and management accounting, gained in the securities industry.

Ref T 7705

Preferred ages 30-36. Both of these appointments carry attractive packages; career prospects are first class. Please reply in confidence, enclosing a curriculum vitae to:

TK

SELECTION

8 Hailam Street, London, W1N 6DJ Fax: 071 631 5317

A DIVISION OF TYZACK & PARTNERS

The Top Opportunities section appears every Wednesday. For more information please call Claire Peasnell on 071-873 4027

## LLOYD MANAGEMENT

### Insurance

## DIRECTOR OF FINANCE

Herts

£70,000 + car

Part of a well known service organisation our client is an insurance broker. New technology, rigorous cost control and the implementation of new marketing strategies, including the introduction of new products, are all expected to assist the division in its aim to become a major force in its market across Europe.

Responsible for the full financial function, the Director of Finance will have a key role to play in the division's future. It is imperative that a high quality financial control, analytical and planning service is provided to both divisional and group management. Reviewing and evaluating business performance and opportunities, he or she will be expected to make a material contribution to the continuing development of the division's strategy and will work closely with the Managing Director to ensure its achievement.

Likely to be aged 35-40, applicants should be commercially minded graduate chartered accountants with impressive career records. Experience gained in fmcc would be particularly useful and excellent communication and technical skills are essential.

Please write, enclosing a career/salary history and daytime telephone number, to David Hogg FCA quoting reference H/93/F.

LLOYD MANAGEMENT Selection Consultants 125 High Holborn London WC1V 6QA 071-485 3499

## FINANCIAL CONTROLLER



Thames Line

Our Client is a management unit of the British Railways Board, which will become an autonomous £50m turnover operating division in April 1994, with entry into the private sector anticipated within 2-3 years.

A key appointment is that of Financial Controller, who will report to the Managing Director and be responsible for:-

- Development of independent accounting and financial systems (19 staff reporting).
- Contributing to business planning, budgeting and forecasting.
- Analysing financial implications of commercial strategies and decisions.
- Supporting the Managing Director as part of the 4-strong executive team.

The challenges facing this role are numerous. The initial 2 years will focus upon cultural change, whilst subsequent activities may include raising of finance, flotation and possible diversification.

Applications are sought from qualified Accountants with a minimum of 5 years' post qualification experience within a customer-orientated organisation. Strong communication skills and the ability to manage change are essential.

Interested individuals should write, enclosing CV, to Gerard Davies at Robert Half, Princess Beatrice House, Victoria Street, Windsor, Berks SL4 1EH. Telephone: 0753 857777 24 hrs. Fax: 0753 841676. As retained consultants, any CVs submitted directly to our client will be forwarded to Robert Half.

£40,000

+ Free Travel

+ Benefits

Reading



## Group Finance Director

Midlands

£120,000 + Share options

Our Client, a major plc, has expanded both dramatically and profitably through organic growth and acquisition. To complement their management team, they are looking to appoint a Group Finance Director of the highest calibre.

Reporting to the Chief Executive, your brief will be to make a significant contribution to business and financial planning. You will ensure that the financial management of the Group will maximise operational control and profit performance. The role carries a significant responsibility for the thrust and direction of the Group's continuing strategy for growth.

The position will necessarily involve a high degree of interface with the City and various financial institutions, and will necessitate excellent "front line" skills in representing the Group to its best advantage.

Under the direction of the Chief Executive, the Group Finance Director will be called upon to undertake a variety of ad-hoc exercises relating to on-going acquisitions and profit enhancement.

We would like to hear from qualified Accountants, experienced in Plc Financial Management, who will have an appreciation of a proactive and entrepreneurial environment.

You should have a notable track record of success combined with the desire to take a fast-moving market leader into the future.

Please apply in writing with full career and salary details, quoting reference B/458/94 to Steven French

KPMG Selection & Search

Peat House, 2 Cornwall Street, Birmingham B3 2DL.



## SOUTH AFRICA & Substantial Expatriate Package

Our client is an expanding international construction group, operating extensively throughout Africa and the Middle-East. It now seeks to recruit two key Finance Executives to enhance the continued development of the group.

### Group Finance Director

You will be responsible for leading, managing and developing the finance functions. Working closely with the Chairman and President on all strategic, commercial and operational issues, you will play a leading role in the development of institutional relationships.

Aged 35-50, you will be a Qualified Accountant with extensive international industrial experience gained at a similar level. Strong, commercial acumen is required along with excellent communication skills. The role involves travel throughout Africa, Middle-East and UK.

### Group Financial Controller

Reporting to the Finance Director, you will be responsible for the production of monthly management accounts, budgeting and forecasting, cash management, consolidation and production of statutory accounts and MIS development. You will also take on various ad hoc investigations and special assignments.

You will be an enthusiastic, highly motivated Qualified Accountant, aged 30-45 with a proven commercial background, with the ability to work through your own initiative.

Both positions are based in the group's main administrative office in Johannesburg, and offer a highly challenging environment with excellent long term opportunities. In return the client is prepared to offer highly attractive expatriate packages.

Please contact Warwick Holland for further information or forward your CV to:



**MICHAEL WARWICK**

Water Court, 10b St Paul's Square, Birmingham, B3 1QU  
Telephone: 021 233 9303, Facsimile: 021 233 0855.

## Blending accounting, management and interpersonal skills in healthcare Manager – Contracting and Planning South Coast

UK healthcare continues to undergo radical change with contracting and planning for services as a key part of the process. A leading NHS Trust is fast developing its contracting approach to secure the current wide ranging patient services and the budget of £57 millions. At the same time their strategy foresees new and updated services in line with the requirements of healthcare commissioners – health authorities and GPs. These will enable improvements for over 35,000 inpatients and 130,000 outpatients treated each year.

The role they seek to fill is the focus of their business planning, contracting and monitoring activity within an existing team. It offers opportunities to blend accounting, managerial and interpersonal skills – internally with healthcare professionals and others amongst the 3,000 staff; and externally with commissioners of healthcare.

The successful candidate will be a qualified accountant who offers:

- experience of rigorous business and financial planning;
- success in project management where cash is limited and customer needs are paramount;
- an interpersonal style which has brought results through influence and negotiation.

Success in the role will provide personal development opportunities and attracts a competitive package, including possible relocation assistance.

Please write in confidence to Stewart George, Search and Selection Division, Breckenridge Consultants Ltd, Charter House, 428 Avebury Boulevard, Central Milton Keynes, MK9 2HS, clearly indicating your suitability, current or last earnings and quoting reference 226/FT.

**BRECKENRIDGE**  
CONSULTANTS - LIMITED

### ET LES ECHOS

The FT and Echos is a joint venture with the French business newspaper, Les Echos, gives you a unique, to command advantage opportunity to capitalise on the FT's European membership and to further target the French business world for information on rates and further details please telephone  
Clare Peacock on 071 873 4057

## CHIEF INTERNAL AUDITOR BAA

CENTRAL LONDON

c.£40,000 UPWARDS + CAR + BENEFITS

BAA Plc is the world's biggest independent airport company with Group revenue of over £950 million. Activity spans four key business sectors: airport services, retail outlets, property and construction all of which are universally renowned.

An exceptional opportunity exists for an individual of the highest calibre to join this first class organisation heading the Internal Audit function.

This is a crucial role and responsibilities will encompass

- management of the internal audit department including staff development and training

- control over all audit assignments

- conducting and supervising special assignments and investigations

- liaison with outside bodies and the Group's external auditors

The role demands excellent interpersonal and man-management skills including the ability to work with a dynamic team. Tact and diplomacy are essential together with attention to detail and an ability to take an overview.

This challenging position is ideally suited to an independent individual who has the ability to motivate themselves and others.

The successful candidate will be a qualified chartered accountant with more than ten years of broad accounting experience including recent exposure to a senior internal audit role within industry. A knowledge of retail and engineering/construction would be an advantage although not essential.

Interested applicants should apply immediately to Caroline Stockdale at Robert Walters Associates, 25 Bedford Street, London WC2E 9HP, or alternatively telephone 071 379 3333 or fax 071 915 8714

**ROBERT WALTERS ASSOCIATES**

## Leading US Investment Bank

### Recently Qualified Chartered Accountants

### £ Excellent plus Car, Bonus, Benefits

Our client is one of the world's most powerful and profitable financial institutions and a pre-eminent force in global securities markets. The impressive growth of its well established European operations has presented the firm's London based financial management team with new challenges. The client now seeks to identify a number of first rate, recently qualified Chartered Accountants who wish to further their careers within a leading US investment bank.

The client's financial management team is responsible for product support, financial accounting and control, management information, regulatory reporting and taxation. There is considerable flexibility to accommodate your career interests and development within this structure.

Candidates must be high calibre graduate Chartered Accountants who can demonstrate considerable academic and professional achievement. Strong quantitative and analytical abilities, along with well developed interpersonal skills, are essential. Energy, the willingness to work hard and the determination to succeed are prerequisites. Experience of financial institutions would be an advantage.

Successful candidates will be fully challenged by an exciting, fast moving environment. In a culture which rewards performance your prospects for pay and promotion will be outstanding.

Interested candidates should write to Janet Bullock at BBM Associates Ltd (Consultants in Recruitment), enclosing a full C.V. which should include contact telephone numbers. All applications will be handled in the strictest of confidence.

76, Wading Street, London EC4M 9BJ

**BBM**  
ASSOCIATES

Tel: 071-248 3653 Fax: 071-248 2814

## FINANCIAL ANALYST

Essex - c.£30,000 + Car

Our client is a major International Company within the consumer product market, with extensive brands worldwide. The organisation's ability to react to change combined with the aim of total quality has kept them at the forefront of this industrial sector.

The company now seeks to appoint an ambitious individual to provide financial control for the manufacturing operation, reporting to the Group Operations Director with extensive interface with the Group Finance Director.

The ideal candidate will be a qualified Accountant, aged between 25-30 with a proven track record in a high volume manufacturing company. Strong communication skills and the ability to contribute effectively within a dynamic environment are a prerequisite.

Interested candidates should forward a comprehensive Curriculum Vitae to Nigel Lynn ACMA, quoting reference NI313.

**NIGEL LYNN ASSOCIATES**

Accountancy Recruitment

25/27 Windsor Street Basingstoke Hants RG21 1EE. Telephone: 0256 840108  
1 Temple Chambers Temple Street Swindon Wiltshire SN1 1BQ. Telephone: 0793 431221

### GROUP FINANCIAL CONTROLLER

SALARY £20K - £35K CAR, PENSION, BONUS POTENTIAL

A commercially minded, qualified, ambitious individual is sought for this role in support of the Group Finance Director in a South Yorkshire based manufacturing and distribution company.

A wide range of skills and experience is required, to include financial and cash management, statutory accounting, budgetary control and standard costing. These skills should be combined with a high degree of computer literacy and systems knowledge. The candidate must be a good team member, proactive, highly analytical and challenging yet persuasive in person and writing. Some experience of international subsidiaries and consolidation would be beneficial as would be the ability to speak French. Preferred age is 30-35.

Write to Box B1966, Financial Times, One Southwark Bridge, London SE1 9HL

## CONSOLIDATION ACCOUNTANT

### Competitive package \* Redhill

Fisher-Rosemount is a major supplier of control equipment to chemical and process industries worldwide. With an annual European turnover of \$800 million, we now seek a Graduate Chartered Accountant with previous experience of the Micro Control System, to work with our European subsidiaries.

This role is highly technical, involving the monthly consolidation of financial information for all European locations and high profile direct liaison with the company's top executives. In addition to the planned operational activities, there will also be considerable ad hoc project work incorporating some international travel.

With at least 2 years industry experience in a similar role, preferably with a US subsidiary company in a multi-currency environment, you must have outstanding PC ability, particularly Lotus 123, and extensive modelling and macro skills.

Based in a newly established Headquarters, you can expect a very competitive benefits package including car. Career prospects, particularly for candidates prepared to relocate to mainland Europe, are excellent.

Please send a full CV, including details of current salary to Mr P.R. Slater, Fisher-Rosemount Europe, Clarendon House, Clarendon Road, Redhill, Surrey RH11 1FB

Closing date for applications 31st January 1994

**FISHER-ROSEMOUNT**

### APPOINTMENTS WANTED

#### ASSIGNMENTS WANTED MANAGEMENT ACCOUNTANT IN PRACTICE

FCMA (40) practicing Cert. Systems Degree. Own Ltd. firm. IT financial control, project accounting, activity based costing, product and customer profitability improvement, systems development.  
Tel: 081-402 1774

### WILY OLD FOX

or Vivien wanted to assist board of dynamic and fast growing women's fashion retail group, to seek out and eliminate waste and bad practice. Suit recently retired Financial Director/Financial Controller. Flexible hours. Excellent package. Doves based.  
Write to Lorraine McCarthy, Box B1988, Financial Times, One Southwark Bridge, London SE1 9HL.

### APPOINTMENTS ADVERTISING

appears in the UK  
edition  
every Wednesday  
& Thursday  
and in the  
International  
edition every  
Friday

For further  
information  
please call:

Gareth Jones  
on  
071 873 3199

Andrew  
Skarzynski on  
071 873 3607

## Head of Finance & Management Information

### Open University Production Centre

The Open University goes from strength in strength and has acknowledged the importance to its success both of broadcasting and of its unique partnership with the BBC, now entering its 25th year. The Open University is Britain's largest teaching institution and its broadcasts reach 6 million people over a three week period, far outweighing the OU student viewers. Key to the Open University Production Centre's (OUPC's) continued innovative role in this success is proficient financial management in an increasingly competitive industry - and that's where you come in.

As a member of a recognised professional accountancy body, with proven experience of overseeing your accounting skills in a business environment, considerable knowledge of information systems, and substantial experience and strength in staff management, you could be one of my team of five running this Centre. We have a budget in excess of £10m, a workforce of around 250, and work closely with BBC and OU staff, making television, radio, cassette and computer based multimedia learning materials. Reporting directly to me, the Head of Centre, your role would be strategic and advisory, managerial and proactive. If appointed you would be responsible for providing full professional accounting and management information systems and their associated technology. OUPC is fully networked and is installing a range of computer based finance, resource management and communication systems. After recent extensive reorganisation and refurbishment, our technical production facilities are the state of the art. Your own department would comprise around 14 finance, information and IT specialists in a comfortable working environment. Obviously you need to be personally proficient working with basic PC applications.

The salary offered will be according to qualifications and experience, but is likely to be in the range £30,000 - £36,500 p.a. (continuing contract). A three year short term contract could be considered (salary in the range of £34,000 - £42,000 p.a.) based Milton Keynes.

If you feel able to take up this challenge then please telephone (quote ref. 14243/F) 081-749 7000 (Minicom 081-752 5181) or send a postcard by January 28th to BBC Recruitment Services, PO Box 7000, London W12 7ZY.

Applications forms to be returned by February 4th. Applications would be particularly welcome from sustainably qualified and experienced women, members of ethnic minorities and people with disabilities who are currently under-represented at this level at OUPC.

WORKING FOR EQUALITY OF OPPORTUNITY

## Head of Finance and Management Information

London £28,000 - £30,000

Established for twenty five years, the Institute for the Study of Drug Dependence is one of the world's leading, independent sources of information on drug dependence. The Institute's library, publication and information services are considered to be the most comprehensive and sophisticated in the field. This is reinforced by an active research department which undertakes studies related to practical responses to drug problems.

Working closely with the Director and Council, your primary role will be to develop and maintain effective systems for both financial control and the provision of financial and non-financial management information. This is a wide ranging role requiring input and contribution at both the strategic and operational levels.

Candidates should be qualified accountants with broad based financial skills and previous experience of senior line management. Direct experience of implementing computerised financial and management information systems will be particularly important. The ability to manage change and to communicate effectively with non-financial managers are also essential requirements.

Please send full personal and career details, including current remuneration and daytime telephone number, in confidence to Ann Shepherd, Coopers & Lybrand Executive Resourcing Ltd, 1 Embankment Place, London WC2N 6NN, quoting reference AS1004 on both envelope and letter.

**Sunset**  
H.O.L.I.D.A.Y.S

### FINANCE DIRECTOR

BASED BOLTON, SALARY UP TO £40,000 + BENEFITS  
Leading Holiday Tour Operator is looking for a qualified accountant, preferably aged 30-45 years to be responsible for the day to day control of all aspects of the financial administration, including preparing cash flows, budgets, management and financial accounts.

This is a key role whose function would be to report to the Board of Directors. The suitable candidate will have a proven track record in a similar industry and requires somebody with extensive computer literacy, leadership and communication skills.

Please send C.V. and details of current salary to Mr P.R. Patterson, Chairman, Sunset Holidays Plc, Sunset Business Centre, Manchester Road, Nearsley, Bolton BL4 6RT